

FEB. 1, 1957

# Sales Management

THE MAGAZINE OF MARKETING



Jack of Many Jobs:  
The Multiple Package  
Page 52

What's Wrong With This Ad?  
(for hiring industrial salesmen)

Page 38

Page 29

Parade's Arthur H. (Red) Motley  
**What Top Managers Have  
Taught Me About the  
Power of Advertising**

A BILL BROTHERS PUBLICATION

FIFTY CENTS

Last Christmas, Killian's Department Store in Cedar Rapids, Iowa, ran 24 pages of advertising in one issue of the Des Moines Sunday Register's "Picture" Magazine.



Hold on! The Sunday Register reaches 2 out of 3 families in Iowa  
— makes the whole state Killian's local market.



Facts prove it! Killian's pulled business from all Iowa's 99 counties.



That's right. The Register's statewide audience of 1,310,000 produced the biggest Christmas business in Killian's history . . . 30.6% over record setting '55 . . . and at an *advertising cost* to Killian's of 3.46%.



Yes, amazingly enough, the Des Moines Sunday Register covers a whole state better than most metropolitan newspapers cover their city of publication. And Killian's record-setting Register promotion proves how *well* Iowans read the Register.

## DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Circulation: Daily 364,744, Sunday 525,147

Represented by: Sculard, Meeker and Scott, New York, Chicago, Detroit, Philadelphia  
Doyle and Hawley: Los Angeles and San Francisco

Famous American Artists Portray "Togetherness"



Painting by R. Meyers

## Buying Health Products for the Family

Vitamins and other health products help her children develop strong, healthy bodies—give them extra energy, keep them active. She and her husband need these products too, as part of their plan to enjoy long, happy years together. This is the outlook and attitude of *Togetherness* that inspires her buying decisions.

*The magazine of Togetherness reaching more than 4,760,000 families...*

**McCall's**

# THE LANDING STRIP

as seen by  
JOHN BURGOYNE

We see where Elvis Presley's going into the Army in the near future. Now, that leads up to a couple of interesting speculations. In the first place, what do you suppose those Army barbers'll do when they see those sideburns? Cut 'em tender, cut 'em sweet or ol' Elvis'll end up in Heartbreak Hotel.



And then, of course, it's going to be a little hard in his platoon to march the way he does, although we expect the zigzag motion of the outfit would be hard for anybody to shoot at in a battle. There's a chance, too, that Elvis will introduce a new style in battle yells. We can just see a whole army going over the top screaming: You ain't nothin' but a hound dawg!"

\* \* \*

A food manufacturer was making several kinds of frozen meat pies. In making up a new advertising campaign, he decided to do some checking on the sales of his pies in different areas. Do they like chicken pie up north and beef pie down south? That was a poser. "Call Burgoyne," his secretary said. He did and soon the fact finders were at work in Columbus, Roanoke and Tacoma. Their reports gave him his answers and he was off to the races.

\* \* \*

If you want to know what's what, write call or holler for Burgoyne and he'll be on the job before you can say I godacoldinanose.



FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

# Sales Management

THE MAGAZINE OF MARKETING

February 1, 1957

Vol. 78, No. 3

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

## HIGHLIGHTS

### THE MEN WHO TAUGHT RED MOTLEY

"Whenever I pound the podium and say 'you ought to do this' I really mean 'here's a valuable lesson I learned from . . .'" says Arthur H. (Red) Motley in revealing some of the big marketing ideas which he learned at first hand from top managers on the power of advertising.

29

### HOW AND WHY OF PROFIT SHARING

The expense account life led by executives is well publicized and is often resented by non-executive or non-sales employees. But there is one corporation fringe benefit now widely accepted: The profit sharing plan. Here is a quick-reading primer of 16 questions and answers on this powerful management tool.

34

### JACK OF MANY JOBS

The beer people started the multiple package idea and now the idea is spreading. Campbell, Thrivo, Wilbert, National Packing, and Carter Products are among the companies that reveal their uses of the packaging idea that has speeded up impulse purchases.

52

### WHAT IS WRONG WITH THIS AD?

It is easy to write the job specification so tightly for your industrial sales job that you measure applicants with a micrometer—but you'll end up wasting days trying to find the right man. If your proposition is right and you have recruiting trouble, read Tom McCall's suggestions for getting out of a jam.

38

Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., WAlnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

## SOME PEOPLE LEARN LATE IN LIFE

It may surprise you in 1957 to learn that some firms operate on a national scale without a central sales chief. Ford did until Henry Ford II took over in 1945. If you operate under a chief-less sales setup you'll want to tear out this article and use it as an argument for better management.

48

## EMERGENCY, HUSTLE, 'PHONE

Meet Seymour Waldman, entrepreneur, who is doing what salaried managers of big business often dream about. The steel shortage gave him his start, and he combined hustle and a long distance telephone to build a business grossing \$6 million a year.

60

## CONTENTS

### Advertising

What Top Managers Have Taught Me About the Power of Advertising

29

### General Management

For Motivation of All Employes, Take a Look at Profit Sharing

34

This Firm Thought It Did Not Need a Central Sales Head Until . . .

48

### Manpower Problems

What's Wrong with This Ad?

38

### Packaging

Jack of Many Jobs: The Multiple Package

52

### Salesmanship

Emergency, Hustle, 'Phone Turn Rolled Steel into Big Small Business

60

## DEPARTMENTS AND SERVICES

Advertisers' Index	87	Sales Gains & Losses	86
Corporate Close-Up	26	Sales Promotion Idea File	70
Editorials	9	Sales Trends (Retail)	78
Executive Shifts	45	Scratch Pad	88
High Spot Cities	78	Significant Trends	15
Letters	21	They're in the News	32
Mail Promotion	68	Tools for Selling	65

Worth Writing For 73

THAT'S RIGHT! WE'LL GIVE YOU

## Distribution Costs

ANYWHERE IN THE  
UNITED STATES  
and in Mexico

### ◀ CALL NEW YORK

John Terreforte, Eastern Manager, will be glad to furnish actual warehousing and distribution costs, and to outline for you the many services available through American Chain of Warehouses. Write to Mr. Terreforte at 250 Park Avenue, New York 17, N. Y., or call Plaza 3-1234.

### CALL CHICAGO ▶

Henry Becker, Western Manager, also is a specialist in the storage and distribution of merchandise, and he will supply you with information of the facilities of American Chain of Warehouses. Write to Mr. Becker at 53 West Jackson Boulevard, Chicago, Ill. Telephone: Harrison 7-3688.



### CALL THE NEAREST MEMBER OF AMERICAN CHAIN OF WAREHOUSES



FREE MEMBERSHIP DIRECTORY, available on request, contains a complete listing of members, and their facilities. To obtain a copy write to John Terreforte, 250 Park Avenue, New York City.

### Why You Should Choose American Chain of Warehouses

1. Finest Storage Facilities
2. Capable Personnel
3. Modern Handling Methods
4. Good Customer Relations
5. Special Services
6. Wide Market Coverage

## AMERICAN CHAIN OF WAREHOUSES, INC.

A Nationwide System of Public Warehouses



Every Link A Strong One

BUY  
**NORRISTOWN FIRST**  
for Montgomery County, Pa.

With just 1 year net income Norristown families could buy 1000 businesses @ \$294,795 each and do buy

1000 grocery store inventories @ \$51,461 each  
1000 general merch. inventories @ \$32,467 each  
1000 furniture and household inventories @ \$23,137 each  
1000 automotive product inventories @ \$21,199 each  
1000 gasoline service station inventories @ \$10,230 each  
and in retail sales do buy inventories equal to  
1000 businesses @ \$195,951 each

Note to Bob and Harry. Please don't cop this presentation idea. We thought it up first and besides, only Montgomery County's No. 1 newspaper, The Times Herald delivers any sales here.

THE **Times Herald**  
NORRISTOWN, PA.

National Representative: The Julius Mathews Special Agency.



"The Herald's  
Combination Rate  
has improved our advertising  
and sales picture  
in Grand Rapids."

says:  
**WALTER E. BRUCE**  
District Manager,  
Gulf Refining Co.

"Twenty-one brands of gasoline compete for the motorist's dollar in Grand Rapids. To keep pace with this keen competition, we advertise in both The Sunday & Daily Herald, buying their economical Combination Rate. We reach more readers at lowest cost and we rank at the top among all gasoline and oil advertisers. Most important, we are confident that our monthly sales increase percentages reflect reader reaction to our Herald advertising.

In short, we have improved our advertising standing with our competitors . . . reached more readers than ever before . . . and finally, sold more of our clean-burning, New No-Nox Gasoline and Gulf Pride H. D. Select Motor Oil."

**GRAND RAPIDS**  
MICHIGAN

Furniture Capital  
of the World

**The Grand Rapids Herald**

Member of Federated Publications

REPRESENTED NATIONALLY BY  
SAWYER-FERGUSON-WALKER COMPANY

# Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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Bill Brothers Publications in MARKETING  
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Meetings, Tide, Premium  
Practice, INDUSTRIAL: Rubber  
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Copyright, Sales Management, Inc., 1957

SALES MANAGEMENT



Your taste  
can't tell  
the filter's  
there!



...in beautifully... in fabrics by FORSTMANN

Flip your TV or radio dial to almost any station, and you'll meet America's newest filter cigarette—Hit Parade. Keynote of this saturation "spot" campaign is a bouncy jingle which sings out the theme, "... tobacco so fine, so rich, so rare, your taste can't tell the filter's there." Newspaper advertising also helps spread the good word about new Hit Parade cigarettes—made by The American Tobacco Company. Have you tried 'em yet?

**The most famous** label a woolen can wear is Forstmann. And this—surveys say—is the label that more retailers choose to display on women's suits and coats than any other. But to help Forstmann sell even more yards of fabric, manufacturers must sell more Forstmann-labeled coats and suits. What's doing it? A new campaign in fashion magazines for this new client, selling finished garments *directly*, selling Forstmann fabrics *indirectly*.



**Scribbles**, doodles, and assorted "hen scratchings" make a lot of sense in this new two-color campaign for Eagle Verithin red pencils. As one ad says, "Look! An Eagle Verithin made all this line (there's 34 ft. of it) and kept a sharp point! Try this with any other red pencil!" Punch line follows scribbles, "This is the point: Eagle Verithin is the one red pencil that really stays sharp." Quarter-pagers run in *The Saturday Evening Post*.



**A brilliant** European poster technique goes Yankee in this colorful campaign for Niagara Mohawk Power Corporation. Created to show businessmen the visual and industrial attractiveness of Upstate New York, each ad features a different section of this booming area served by Niagara Mohawk. Series runs in leading business and financial publications. Ads ask for reader response... and get it. Prepared by BBDO Buffalo.

**BATTEN, BARTON, DURSTINE & OSBORN, INC., ADVERTISING**

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO



# “...to reach customers and

A native of St. Louis, Robert G. Stoltz started his advertising career a little more than 15 years ago, following his graduation from Washington University. After a 12-month association with a local advertising agency, he moved to Brown Shoe Company, where, in 1945, he became Manager of Advertising and Sales Promotion. An active and respected member of the advertising fraternity, he is a past president of the Advertising Club of St. Louis. We recently visited Bob Stoltz to talk about the role that trade and industrial publications play in his advertising programs and we'd like to pass the highlights of our discussion on to you.

**Q As a matter of background, how long has Brown Shoe Company been in business?**

**A** It was founded in St. Louis in 1878 by George Warren Brown.

**Q And what is its present position in the industry?**

**A** We are one of the largest shoe companies in the country. Our annual volume of sales runs very close to \$220 million.

**Q What are some of the brands of shoes you sell?**

**A** Oh, there are quite a number—we have 26 key brands. To name just a few, there are Buster Brown, Educator, Rob-lee, Regal, Life Stride, Official Boy Scout and Girl Scout Shoes, Naturalizer, Air Step, Jacqueline, and Risque. Certainly the best known of our brands—if only from the standpoint of age—is Buster Brown. This famous brand of children's footwear was first introduced back in 1904 at the St. Louis World's Fair and it is still the largest-selling single brand of footwear in the country. Behind it are more than 50 years of advertising effort.

**Q I was going to ask a question along that line. When did your company first advertise?**

**A** Well, it's safe to say that we've been advertising minded almost from the start. In the early years we promoted many small brands, but our first really major brand was Buster Brown, and I'd say that we really entered into adver-

tising on a sustained basis when this shoe was introduced. It was during the late 1930's, however, that our advertising underwent its greatest expansion and development.

**Q What brought this about?**

**A** The reason is quite simple. Up until that time, Brown Shoe Company was known as a general-line shoe company. By that we mean that each of our salesmen sold every type of shoe we manufactured. Then, in 1938, we broke into what is called specialty divisions—a series of autonomous divisions each responsible for selling a single brand of shoes and each having its own separate sales force, administrative organization, and production facilities.

**Q How many separate factories do you have?**

**A** We have 33 shoe factories, 5 warehouses, 7 other supply plants, and 2 tanneries.

**Q Did trade and industrial publications figure into your early advertising activities?**

**A** Yes, trade publications were used quite extensively over the years. However, just prior to World War II we stopped using them altogether and did not reinstate them on our media lists until 1952.

**Q What were the reasons for these decisions?**

**A** Well, for a while there was a general feeling that our consumer campaigns were extensive enough to adequately

cover the trade. Then all during the war years, when there was a shortage of footwear, there was no real need for a maximum advertising effort directed to the shoe retailers who are our dealers.

**Q And what changed this thinking?**

**A** As competition came back into the picture, our management decided that we should undertake a maximum saturation job within the shoe industry. We therefore elected to schedule a heavy trade publication campaign.



**Q Just what is your general advertising theme?**

**A** Our basic approach has always been to develop brand recognition and a consumer demand for our various lines of footwear. Shoes are now a highly competitive product with a great amount of style influence, and it is very necessary to develop brand-name acceptance. We also believe in hard sell and we therefore stress consumer benefits in our advertising copy. Fortunately, we are able to

# prospects with pinpoint selectivity"

do this because our shoes, being basically in the medium price range, have a lot of quality, value and other consumer benefits built into them.

**Q What are your ideas on continuity in advertising?**

**A** We believe in maximum continuity. We have always been opposed to the practice of hitting the so-called peak selling seasons. In the shoe business in particular there are those who only advertise for several months in the spring and again in the fall. We have found, however, that there is always a ready market to move into at any season of the year if you just take the trouble to coordinate your advertising efforts with your retailers.

**Q And what are your beliefs regarding copy and art treatment?**

**A** We certainly believe in the minimum amount of copy necessary to register hard sales messages, and we rely heavily on the headline and subheads to carry the maximum message. So far as art is concerned, we strive for large, attention-getting illustrations and, of course, we like full color, but we have used our share of black and white advertisements with very satisfactory results.

**Q What are the basic differences in approach between your consumer and trade advertising?**

**A** As I have said, our consumer messages almost always stress customer benefits. On the other hand, in trade publications we feature the dealer profit theme. We know as a result of studies conducted by the Russell W. Allen Company that our brands offer the retailer a greater profit opportunity and total dollar volume opportunity than other brands available. These facts have been proven time and again by independent merchandising analysts and for the last four or five years we have lost no opportunity to pass the story along to shoe retailers. It is also a part of our philosophy to give the retailer information, based on fact and experience, that he can intelligently apply and use to the benefit of his business.

**Q Pursuing that kind of program must require considerable research and study.**

**A** Indeed it does. It takes a lot of digging to come up week after week with a fresh, hard-hitting story to tell our retailers, but we consider the results well worth the effort. Over the past four years, in two major surveys, shoe outlets and retailers have voted Brown Shoe Company as providing the best-read, most helpful trade advertising in the industry by a score of 2 to 1 over any other manufacturer.

**Q What contributions are trade and industrial publications making to the American economy?**

**A** I feel that they play an extremely important part in today's business world—not only because they enable an advertiser to reach customers and prospects with pinpoint selectivity, but also because they are highly informative. They up-date the business or professional man on the new facts to be learned in his field, they report and interpret the news, they explore new ideas, and they provide a rostrum of discussion on all controversial issues within a field.



**Q Do you feel that trade and industrial magazines are fulfilling their obligations to the groups they serve?**

**A** Very definitely. As an advertiser I am aware that the better publications are constantly endeavoring to improve both their format and their editorial content, and all the services they provide for their readers and advertisers.

**Q How do you rate the importance of trade and industrial publications to an advertiser?**

**A** Well, certainly they offer an effective line of communication for corporate plans and objectives. But most important, they provide invaluable support for the sales organization. I don't think that there is one in existence today that is large enough to personally call on customers and prospects as often as they should be contacted. Trade publications have got to be used to help maintain these contacts. That's why we now use every issue of the publications covering our industry.

**Q You of course merchandise your advertising throughout your sales organizations.**

**A** Very thoroughly. We merchandise our trade paper advertising to our complete dealer list as well as to our own sales organizations. And I'm happy to say that it pays its way in more respects than one. The reaction that we get from these groups provides one very effective means of being sure our messages are on target.

Through the use of trade and industrial publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them and most productive for you. Today's reliable business press serves a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes a proportionate selling power.

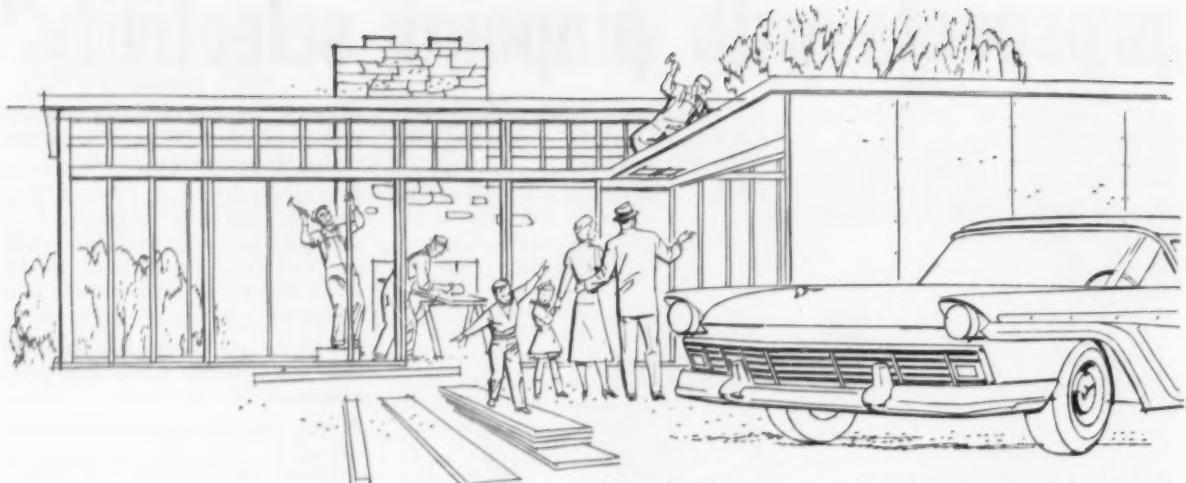


# Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



**CHILTON PUBLICATIONS:** Department Store Economist • Hardware Age  
The Iron Age • Jewelers' Circular-Keystone • Distribution Age • Motor Age  
Automotive Industries • Optical Journal and Review of Optometry • Spectator  
Commercial Car Journal • Boot and Shoe Recorder • Hardware World  
Gas • Electronic Industries • Butane-Propane News • Book Division



*"Migration" of millions to the suburbs is one of the dynamic pressures at work forcing a huge increase in living standards*

## Americans *can and should* be living 50% better *within 10 years*

Will *your* business keep pace with this growth?

BY 1967 the Nation's productive ability *can and should* grow to more than \$600 billion annually.

This increased production will be possible *only* if Americans in 1967 are buying at an annual rate 50% higher than they are buying today.

Is this huge increase in living standards possible?

It is much *more* than just a possibility. Such an increase is being forced upon us by dynamic pressures *now at work* in our economy—

- **Population growth.** We are adding the equivalent of a city the size of Providence to our population *every month*, but increases in population in the next ten years will take care of *only about one third* of the needed growth in consumption.

- **Increased income in millions of families.** In 1950 only 12 million families had incomes over \$4,000 after taxes. By 1956 there were 26 million. By 1960 this group may have grown *another ten million*.

- **Rise in discretionary spending power.** (This is the part of income available to save or spend for better living.)

DSP is six times as great as 1940—could grow another 70% by 1967.

- **Decline of debt in relation to production.** Private debt dropped from 176% of a year's production in 1930 to only 98% in 1956 . . . corporate long-term debt from 56% to 23%.

- **76% more children under five than in 1940 . . . 68% more** in the 5-9 age group. These increases will put added pressure on schools, on housing, on food requirements, etc. In 1960—a result of the "baby boom" of the 1940's—there will begin a rapid increase in the number reaching 18. This promises a record growth over the following 15 years in new families, new births.

- **Rise in the education level of our people.** 98% more high-school graduates in population than 1940.

- **New attitude toward family life**—with bigger families, suburban living, resurgence of religion.

- **Rise in the number of women workers.** 46% more than in 1942.

- **Increase in obsolescence of dwellings**—more than 50% over 30 years.

- **Rise in the number of motor vehicles.** Twice as many vehicles as in 1940.

- **Change in residence by 156 million persons** between 1950-55—equivalent to nearly the entire population.

- **Change to suburban living.** Of the 14 million net growth in population since 1950—83% was in suburbs.

These pressures—singly and together—make for increased *consumption*. Consumption is the master key to continuing and increasing prosperity.

However, it will take time for the mass millions who are moving up the income scale to learn to live better. People do not change the habits of a lifetime overnight.

In the case of *your* product—can this time lag be cut down?

The J. Walter Thompson Company has made broad studies of ways to speed up the development and expansion of markets. We shall be happy to discuss these studies with you if you will write or call the J. Walter Thompson Company office nearest you, or write 420 Lexington Avenue, New York 17, New York.

**J. WALTER THOMPSON COMPANY**

New York, Chicago, Detroit, San Francisco, Los Angeles, Hollywood, Washington, D. C., Miami and principal international markets

## EDITORIALS

### Not Money, but Opportunity

You know at first hand the financial rewards that come to sales executives. So it is all the more frustrating that you are unable to recruit sufficient salesmen today because so many high school and college graduates find almost irresistible the higher starting salaries for engineers and accountants, for example, than for salesmen.

You know over the near future and especially over the life-time career that salesmen and sales executives can out-earn people in other jobs and professions, regardless of the fact that they start out at a lower initial salary. But until now there has been very little statistical proof to help you document your case. Northwestern University's placement office has just released a preliminary survey, as reported in *U. S. News & World Report*, which shows that the average starting salary in 185 companies was:

#### Starting Pay Will Break All Records

##### Average Monthly Starting Salaries\* In 1956      Expected in 1957

Engineers .....	\$415	\$433
Accountants .....	\$372	\$389
Salesmen .....	\$370	\$385
General-business workers .....	\$363	\$382
Other fields of business .....	\$394	\$414
Average .....	\$383	\$401

\*As reported by 185 companies.

But what is the picture you can project 10 years ahead?

According to the Northwestern survey:

#### Salesmen Lead The Pay Parade

##### Average Monthly Salaries Paid to College Graduates\*

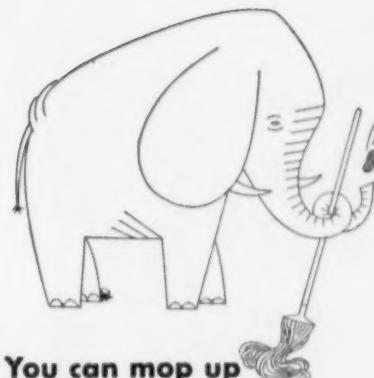
	3 Years After Graduation	5 Years After Graduation	7 Years After Graduation	10 Years After Graduation
Engineers .....	\$527	\$592	\$650	\$740
Accountants .....	\$491	\$549	\$630	\$778
Salesmen .....	\$498	\$599	\$700	\$826
General-business workers .....	\$478	\$556	\$640	\$768

\*As reported by a representative group of business firms surveyed by Northwestern University's Placement Office.

The next time a good prospective salesman and sales executive turns down your job offer and still says, "It's not the money, but the opportunity I seek," show him these pay rates and projections.

### Why Graduates Choose You

In a sense, when high school and college graduates fail to look into selling as a career, and especially when they actually turn down sales jobs, it means that sales executives have failed at their own skill—persuasion.



You can mop up

neglected markets  
with **IEN**... for peanuts!

Leading industrial advertisers find Industrial Equipment News indispensable to find and sell—  
NEW markets,  
SECONDARY markets,  
Markets for NEGLECTED  
PRODUCTS . . .  
at \$165 to \$175 a month

Because closely examined every month for product news by 67,000 product selectors of the 40,000 top establishments which make 4/5 of the national products, IEN is the perfect complementary medium to backstop and amplify your present advertising.

Unsuspected potential customers will respond via IEN's exclusive SPECIFIC INFORMATION reply forms, revealing the kind, degree, and immediacy of their interest and need.

This is all a plus service over and above IEN's basic job of keeping your present customers sold and reordering.

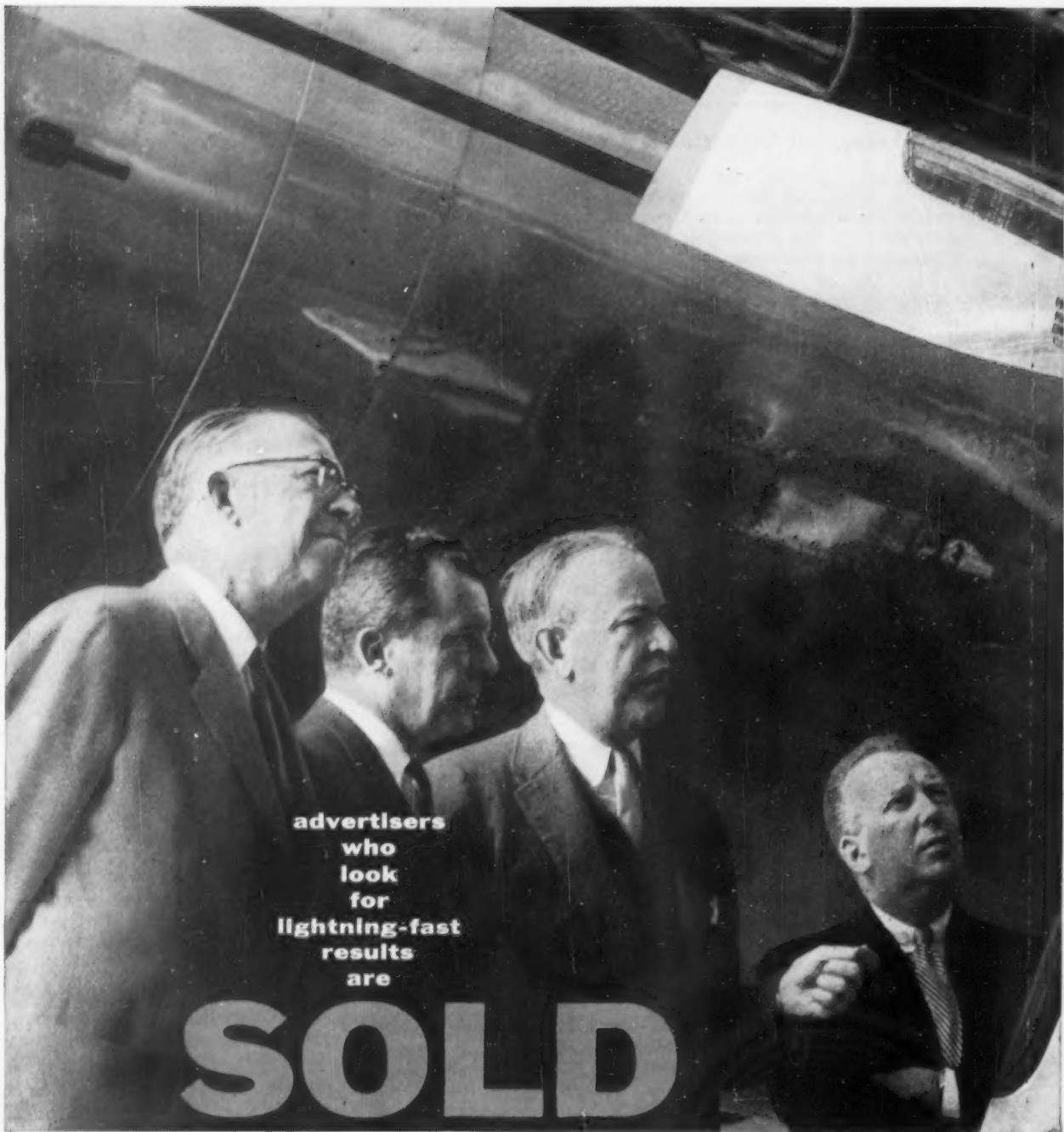
*Details?*  
Write for YOUR MARKETS ARE  
CHANGING  
and complete DATA FILE.

**Industrial  
Equipment  
News**

**IEN**

Thomas Publishing Company

**BPA** 461 Eighth Avenue, New York 1, N. Y.  
**NBP** . . . Affiliated with Thomas Register



advertisers  
who  
look  
for  
lightning-fast  
results  
are

# SOLD ON SPOT

Capital Airlines and its agency, Lewis Edwin Ryan, are  
Sold on Spot as a basic advertising medium.

To get its fast-growing Viscount service off and winging in a new market, Capital Airlines relies on Spot Radio. Ten days before a new Viscount flight schedule goes into operation, Capital opens full blast with a six-week saturation schedule. A hard-hitting, year-round campaign follows, precision-timed to reach the businessman who must travel. Early in the morning, late in the afternoon, early and late in the evening, Spot sells the businessman on the economy, luxury and speed of Capital's Viscount flights.

Sells? In July, 1955, Capital inaugurated a new Viscount



Left to right:  
Sam Hunsaker, Acct. Exec.;  
Lewis Edwin Ryan Adv.;  
Joel S. Daniels, Jr., Adv. Mgr.,  
Capital Airlines;  
James W. Austin, V.P., In charge of  
Sales & Traffic, Capital Airlines;  
William J. Green, Director Radio-TV;  
Lewis Edwin Ryan Adv.;  
Marty Pollins, Radio Sales  
Representative, NBC Spot Sales

service between Washington and Chicago. By October, 1956, they had tripled the service and zoomed from less than 20% to more than a 50% share of a greatly-expanded market! In Washington, and in Chicago, as in every on-line city served by NBC Spot Sales, Capital uses NBC Spot Sales-represented stations.

Here's how James W. Austin, Capital's Vice-President in charge of Sales and Traffic, sums it up:

"Capital's problem is to sell seats and to sell them right now, to cover the market completely and to provide the flexibility we need in each market. Spot Radio is a 'must' in our advertising program."

If you're looking for lightning-fast results for your product or service, look to . . .

**NBC SPOT SALES**  
*representing these leadership stations*

HARTFORD-NEW BRITAIN-WNBC  
NEW YORK-WRCA, WRCA-TV  
SCHENECTADY-ALBANY-TROY-WRQB  
PHILADELPHIA-WRCV, WRCV-TV  
WASHINGTON-WRC, WRC-TV  
MIAMI-WCKT  
BUFFALO-WBUF

CLEVELAND-WHIC  
LOUISVILLE-WAVE, WAVE-TV  
CHICAGO-WMAQ, WIBQ  
ST. LOUIS-KSD, KSD-TV  
DENVER-KOA, KOA-TV  
SEATTLE-TACOMA-KOMO, KOMO-TV  
LOS ANGELES-KRCA  
PORTLAND, ORE.-KPTV  
SAN FRANCISCO-KNBO  
HONOLULU-KGU, KONA-TV



The bottles come to your back door in the morning. Or you take a waxed container from the freezer in the food store. And think nothing of it... though the milk has been cooled, often carried considerable distances in glass lined trucks, graded, pasteurized, packaged, distributed and sold, within forty-eight hours after leaving the cow.

The milk supply of this country is one of the least known wonders of the modern world, and any appreciation of it involves figures rarely found outside of the Federal budget or space fiction. Try this on for size: 1955 volume of milk sold by farmers was equivalent to two weeks water consumption of New York City... 108,528 million pounds, or more than 13.5 billion gallons!

Source of the milk was some 21.2 million cows. The statistical average cow in a year eats from five to six tons of hay, corn, grain, feed supplements; drinks about 7,000 gallons of water; and produces about 2,800 quarts of milk—an increase of almost one third in the last thirty years.

## The big Moo...

Out of this milk crop also came other whopping figures—more than 3.5 billion lbs. of evaporated and condensed milk and 1.2 billion lbs. of dry milk solids; plus 1.4 billion lbs. butter, 1.3 billion lbs. cheese, and 697,420,000 gallons of ice cream and ices!

One more figure brings all the figures into focus... Farmers' sales of milk and cream to plants, dealers and at retail, in 1955 amounted to \$4,154 million—of which some 44% was earned by farm subscribers of *Successful Farming*

THE SF subscribers are also volume producers of other items—account for some 53% of the corn harvested for grain, 57% of the hogs, 38% of cattle and calves, 33% of the poultry products sold. Three in four are in the top 39% which gets 88% of the national farm income. They represent 42% of all farms earning \$10,000 or more. In fact, their average 1955 cash income from

farming alone was in excess of \$10,000!

SF farmers are still making money, and spending it—continue to remodel and repair homes; install new kitchens, bathrooms, heating plants; buy new furniture, furnishings, major appliances; take vacations and send their kids to private schools. They are an \$11 billion market—equal to a national suburbia!

And there is no more effective way of reaching them than by **SUCCESSFUL FARMING**. The circulation is limited,

selective—1,300,000. But there is

no substitute for its influence in any other medium. Because for fifty years, SF has been helping this country's best farmers make more money and helping farm families to live better.

No money spent for media buys more reception and response!

To balance national schedules where general media run thin—and find more sales in 1957—you need **SUCCESSFUL FARMING**. Any SF office can show why!



MEREDITH PUBLISHING COMPANY, Des Moines...  
with offices in New York, Chicago, Detroit, Philadelphia  
Cleveland, Atlanta, San Francisco and Los Angeles.

Can it be that executives in non-sales fields are more persuasive than sales executives? It would seem so as long as sales executives cannot interest—in a competitive labor market—all of the people they need. How do college graduates choose their future employers? One insight is offered by Robert B. Vokac, placement director, writing in his university's publication, *Michigan Business Review*:

1. Personal interest and sincerity shown by company representatives and executives,
2. Future opportunities for promotion,
3. Type or nature of work offered,
4. Salary,
5. Geographical location, and
6. The industry and its reputation.

We suggest that no professional group is better equipped to give young people a realistic picture than sales executives. Why aren't we doing a better job?

### Personal Sales Conference

If you will think back to your own days as a salesman, perhaps you will recall the moments when you would have appreciated an opportunity to sit down with your sales chief and talk, in an organized way, about your territory and your method of handling it.

The district representatives for the Berger Division, Republic Steel Corp., have just had such an opportunity. C. E. Howes, general manager of sales, says, "In a single day (previously calendared for each man) a salesman visited the various sales department managers at the home office in Canton, the 1957 sales goal was presented, and our manufacturing and production developments were outlined.

"We also carefully covered the weak and strong points of present distribution and discussed the results of a recent market analysis of the man's territory. At the end of each day, the 1957 sales quota was presented but not finalized until the salesman had opportunity to suggest any adjustments and agree that it was both fair and adequate.

"Further," reports Howes, "after every conference, the man was graded by the sales managers. Later this same group were shown a compilation of the scores, which in turn stimulated their suggestions for correction and improvement of the salesman."

We suggest that younger salesmen can immediately profit by such individualized attention, and we agree with Mr. Howes that "experienced men need more management attention to their individual problems."

### Remember Beef Bacon?

Millions of Americans first heard of it when President Eisenhower ate it for breakfast during his recuperation in Denver last year. Immediately afterward sales of this low-calorie meat soared. But, the President is no longer eating beef bacon and, according to "Food Field Reporter," neither are those who created the heavy demand for it. Beef bacon sales have dropped as much as 90% for one major packer in the past 12 months. What is the President eating for breakfast now? Well, this still won't comfort the pork packers. He's eating beef steak.

Excerpt from Starch 51st Consumer Magazine Report:

**70.3% of all Elks Magazine households surveyed own their own home.**

96% of all Elks Magazine households have an electric refrigerator; 50.2% have an electric range; 55.3% have an automatic washing machine; 98.9% have an electric iron. In these appliance classifications The Elks Magazine leads all other magazines appearing in the report.

1,176,014 Elks comprise a mass market with class incomes the median of which is \$6,050. The Starch 51st Consumer Magazine Report gives the complete picture. Just write or phone to see a copy.



### ELEMENTARY...

This Company Uses Slick Air Delivery

**EVIDENCE:** They have extended their selling period on seasonable, perishable, and deadline products.

They beat their competition...get their sample lines into market first. Their transportation costs are low.

**DEDUCTION:** They take advantage of SLICK's speedy on-time delivery, reduced rates, and low \$1.00 minimum charge.

Certified Scheduled Air Carrier • Member ATA

**SLICK airways inc.**

H.Q. 3415 Cedar Springs Road, Dallas, Texas  
Domestic and International Air Cargo • Airmail  
Air Express • Overseas passenger Charter



# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

**SMART MARKETERS** plan to pay extra close attention to economic trends and business developments during the next six months. They see this period as a point in the cycle when careful forecasting and marketing alertness may very likely pay added dividends.

Business, almost everyone is convinced, will be good in 1957. But, there will be no surging boomerang as in the past to lift bobbling marketers over the competitive reefs. The old laws of economics will be back in force. There will be little margin for error. Sales executives will have to guess right the first time. Consequently, the smarter ones are watching economic indicators, competitors' movements and consumer buying trends with more-than-ordinary devotion. And further, they are ready to act in response to even minor market changes.

**These alert marketing men** are not pessimists; neither are they dreamers. Their tightening hold on the marketing reins is a realistic reaction to the selling evolution we are in. Production capacity in many industries is on the verge of exceeding consumer demand and management is depending on its sales chiefs to dispose of this high production. It can be done. It will be done. But only with improved marketing methods, inspired selling and a new alertness to the trends in the market place.

If you see 1957 as a challenging year for your company and your industry . . .

**Watch consumer spending.** It is expected that people will spend \$19 billion more this year than last. They will save perhaps  $\frac{1}{2}$  billion less. In totals that will be \$285 billion in spending; \$20 billion in savings. Consider adjusting your plans if the spending-savings ratio changes either way in the coming quarters.

**Watch prices.** A small amount of inflation is expected—perhaps  $2\frac{1}{2}\%$ . This can affect you several ways: (1) Your production costs may go up; (2) your sales and advertising costs may rise; (3) you may be forced into raising your prices. You'll be much better off, though, if you can maintain

your price-line in the months ahead and increase your sales efficiency. A word of warning: Don't quickly interpret **rising dollar volumes** in your industry and others as a new and prosperous boom. Be sure to account for the amount of inflation in those dollars first. Unit sales are a better index of progress than dollar sales.

**Watch capital spending.** The high rate of expenditures for new plant and equipment in 1957—estimated at \$40 billion—makes up much of the year's economic strength. There will be no waning of industry's desire to continue its expansion program. But such factors as tight money, materials shortages, labor scarcity will postpone some of this. Big companies will be able to expand more easily than small companies. Rising prices will also have an effect. Last year's appropriations, for example, will buy smaller buildings, fewer tools this year.

**Watch the money market.** It is now generally agreed that the Federal Reserve Board has done the right thing in curbing credit by its actions over the past year. By not making more money available the FRB has succeeded up to this time in preventing a runaway inflation that would almost certainly have ended in a bust. The American economy—as a whole—will be better off because of this. But tight money has to hurt somebody. It may be you or your customers. You may be asked to extend credit or lose the sale. Will you be able to get the necessary financial help?

**Watch retail sales.** They are a sensitive indicator to future trends. Volume should be up 3% or 4% over last year. But most of this will be price.

**Watch inventories.** Inventories generally, and of your products specifically, may tip you off to changing markets, buyer optimism or consumer resistance. Again, rising prices will play a part. Inventories will seem larger than they really are.

**Watch Congress.** It is contemplating many actions which could affect business—at least certain segments of business. Military and defense appropriations are expected to rise but slightly. However,

## Significant Trends (cont.)

watch congressional consideration of such subjects as agriculture, housing, foreign aid, atomic energy, power, postal rates and taxes. At least a few of these could affect you directly.

**Watch your competitors.** They'll be active you can be sure. But don't try to imitate them, try to anticipate them. Give attention to those industries outside your own which compete for the same dollars. Try to improve your industry's position in the economy as well as your company's position within your industry.

**Watch yourself at all times!** Be smart. Think ahead. Plan ahead. Be alert. We sometimes lose more sales by bad judgment than by the competition's efforts. Good decisions based on careful observations and conscientious forecasts have always paid off.

**(NEXT ISSUE:** In the February 15 issue we will continue these comments with a checklist of things to watch for in making sure that your advertising, sales and marketing programs are operating at top efficiency.)

**SALES EXECS** are a handsome lot, according to the composite picture of 3,500 of them which a recent survey drew. For instance, the average member of the Sales Executives Club of New York has as one outstanding physical feature a salary of \$23,600. He's dressed in the title of sales manager or higher in three out of four cases. Other titles he wears include: chairman of the board, president, vice-president-sales, director of sales, director of marketing, general manager, general sales manager.

**HOUSEWIVES** are capable, creative thinkers and with a little guidance in modern "brainstorming" techniques, they can render an idea service to industry that even more scientific research cannot equal. A few months ago, some typical housewives told builders what was wrong with the houses they were building—from a woman's standpoint. Their criticisms made sense, too!

Then, just recently, Edwin J. MacEwan, executive v-p of the Paterson (N. J.) Chamber of Commerce trained a small group of housewives, between the ages of 25 and 40 with children, to think creatively.

The housewives, schooled over a period of 12 weeks, "brainstormed" two problems for each of 14 sponsoring business firms. One result was a collection of some 300 new product ideas—some good, some impractical, some ingenious and all uninhibited. Here are a few of their more interesting suggestions:

**A simple child-proof lock** for medicine cabinets, cheap disposable aluminum ash trays, telephone push buttons, pulley from ceiling to lift bed up, long curved brush to wash outside of high windows, filmed recipes that flash on wall, regulator for bath temperature, plastic covers for doors to eliminate woodwork cleaning, foot-controlled faucets, heated gloves . . .

. . . electric can opener, frozen breakfasts, foot-operated doorbell, shoes that can be converted from flats to high heels, dryer that folds clothes, barbecue grill with Calrod unit for starting charcoal quickly, turntable in garage to avoid backing out, disposable bird-cage bottoms, cheap plastic car waste basket.

## BEHIND THE SALES TRENDS

**About 12% of the cars** on the road today are less than two years old. Two- and three-year-old vehicles make up 22% of the total, and four- to seven-year-old cars make up 43%. The remainder, 23%, are more than seven years old.

**One-third** of nation's spending units have no car, but 9% own two or more.

**Mergers**, or important acquisitions of assets or stock of one company by another, are taking place at an estimated rate of 100 per month. Most of these consolidations are aimed at achieving greater diversification.

**Decentralization** has had a side effect on the marketing fraternity, said Harold G. Cutright, director of sales, General Products Group, American Machine & Foundry Co., in a recent talk. He noted that it has created a somewhat transient and migratory population of sales personnel. "Today," he said, "it practically takes three sets of people to keep a business going. One set is coming, the other set is there, and a third set has just gone."

# Parade of packages—beautifully protected with Laminated PLIOFILM!



EVERY single one of the famous packages pictured above utilizes laminated PLIOFILM for better product protection.

They are representative examples of the wide range of materials to which PLIOFILM readily laminates—to itself, other films, paper and foil or combinations thereof.

## AND FOR RELIABILITY? JUST CHECK THIS LIST OF PLIOFILM ADVANTAGES:

- moisture-resistant
- greaseproof
- no pin-holes
- dimensionally stable
- excellent transparency
- optimum gas transfusion
- heat-seals to a positive weld over a wide range of temperatures
- easily handled on high-speed automatic packaging equipment

FOR DETAILS, contact the Goodyear Packaging Engineer, or write: Goodyear, Packaging Films Dept. B-6434, Akron 16, Ohio.

GOOD THINGS ARE BETTER IN

*Pliofilm*  
**GOOD YEAR**  
PACKAGING FILM

Pliofilm, a rubber hydrochloride - T. M. The Goodyear Tire & Rubber Company, Akron, Ohio

McGRAW-HILL'S INDUSTRIAL

JUST  
OUT

# Market Planning Workbook

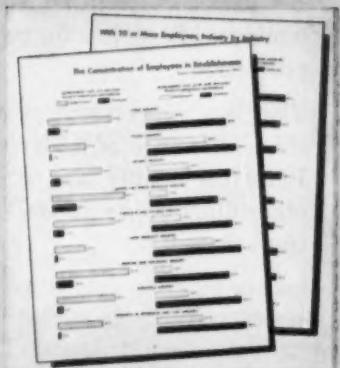
2nd EDITION



McGRAW-HILL RESEARCH



Complete instructions and sample worksheet explain the mechanics of market evaluation for one product or for group of products.



4 pages of charts cover 36 industries, show per cents of establishments and employees in plants with less than 20 and more than 20 employees.

# McGRAW-HILL'S Market Planning Workbook

(SECOND EDITION)

AN INVALUABLE SALES GUIDE TO INDUSTRIAL MARKETS

**IF YOU SELL TO INDUSTRY,** you'll want this 244-page Market Planning Workbook—one of the most complete presentations of industrial sales statistics available today.

In it you will find accurate appraisals of the relative importance of each of the country's 115 industrial sections for 36 manufacturing and non-manufacturing industries. Figures are arranged so you can evaluate and plan your sales set-up, whether you sell a product line or a single product; nationally or regionally; to the original equipment market or end user market.

With it you can compare sales with potential markets by area and by industry . . . line up sales

territories to get better market coverage . . . speed up statistical sales functions . . . solve many other sales problems.

## How to Get the Workbook

The preparation and publishing of the Second Edition of McGraw-Hill's Industrial Market Planning Workbook (first edition published in 1954) has involved over a year of intensive and costly research. To defray a portion of the expense, a price of \$20.00 has been established for the book. Your McGraw-Hill salesman or nearest McGraw-Hill office can supply copies. Call or write now to arrange for an examination of the book and a demonstration of its features.

## McGRAW-HILL MAGAZINES



HEADQUARTERS FOR BUSINESS INFORMATION



### DISTRICT OFFICES

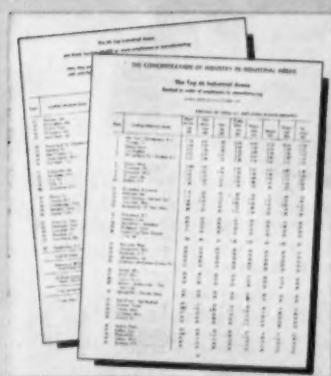
801 Rhodes-Haverty Building, Atlanta 3, Ga.  
350 Park Square Building, Boston 16, Mass.  
520 North Michigan Avenue, Chicago 11, Ill.  
1510 Hanna Building, Cleveland 15, Ohio

3615 Olive Street, St. Louis 8, Missouri

1712 Commerce Street, Dallas 1, Texas  
856 Penobscot Building, Detroit 26, Mich.  
Prudential Building, Houston 25, Texas  
1125 West Sixth Street, Los Angeles 17, Cal.

611 South Boston, Tulsa 19, Oklahoma

330 West 42nd Street, New York 36, N. Y.  
Architects Building, Philadelphia 3, Pa.  
919 Oliver Building, Pittsburgh 22, Pa.  
68 Post Street, San Francisco 4, Calif.



The top 66 U. S. Industrial Areas are rated by number of employees in each of eight major industrial and business classifications.



Statistical charts for 66 "Leading" Industrial Areas, 49 "Balance of State" Areas—115 units for complete industrial potential. Each has workspace.



Two 40" x 27" Wall Maps showing Industrial Areas and Industrial Distributors, plus a "Market & Buyers Identification Chart" are included.

# TURN INQUIRIES

## INTO ORDERS

### BY TELEPHONE

**It's quick and economical**

When you get an inquiry from out-of-town, reach for your telephone. That way you get to the prospect before competitors—while he's still interested. You can answer his questions, write the order quickly, personally.

A popular idea. A profitable one, too. Why not try it yourself?

**BELL TELEPHONE SYSTEM**  
*Call by Number. It's Twice as Fast.*



#### LONG DISTANCE RATES ARE LOW

	Daytime Station-to-Station Calls		
	First Three Minutes	Each Additional Minute	
For example:			
Cleveland to Detroit	55¢	15¢	
Buffalo to Boston	\$1.10	30¢	
Washington, D.C., to Indianapolis	\$1.25	35¢	
Dallas to Chicago	\$1.50	40¢	

*Add 10% Federal Excise Tax*

## LETTERS TO THE EDITORS

### Sales Management Inspires "ABC's of Salesmanship"

#### SUCCESS MIX

EDITOR, SALES MANAGEMENT:

For several years a company copy of SALES MANAGEMENT circulated over my desk. Seeing such a copy has been quite helpful for a long time but the real inspiration and the profitable help from SALES MANAGEMENT comes when one has a personal copy to read leisurely while aboard a plane, or train, or in the quiet environment of one's study.

One instance:

Before a group of 20 salesmen we were to show and discuss the Rocket Pictures Inc. sound strip films, "The Attitude That Gets Business," "By-passing Sales Resistance," and "Pride in Price" and to discuss "Human Relations in Selling." After these four sessions there was to be an appropriate summation.

Precisely how this could be done effectively was not clear. While browsing through SALES MANAGEMENT, but without any conscious thought of solving the problem, some of the editorials and one of the Young & Rubicam advertisements appeared suddenly as the answer. With this inspiration it was only a matter of minutes before the summary of the four sessions of what makes good salesmanship developed as the "ABC's of Salesmanship" (see below).

It so happens that each of the first 22 items had been discussed and the last four could be used effectively as the concluding ingredients of the success mix.

Anyone needing a constant flow of fresh selling ideas will find a personal subscription to SALES MANAGEMENT indispensable.

F. K. Shankweiler

Sales Manager, Coating Materials  
Cellulose Products Department  
Hercules Powder Co., Inc.  
Wilmington, Del.

#### THE SALESMAN'S ABC'S

Affable—easy and courteous in manner

Buoyant — vivacious, cheerful, optimistic, keeping afloat

Cooperative—operating together with customer and company

Determination—the act of deciding upon a definite purpose or goal with firm resolve

Enthusiasm — fervent belief in

yourself, your product, your company, your service, life itself

Flexibility—the ability to shift plans to meet unexpected demands

Grounded — the foundation of knowledge about the product, its properties, its advantages, its benefits, its merit, your service, your company

Honesty—intellectual and financial

Integrity—uprightness of character

Judgment—the faculty of making wise decisions

Keen—alert, astute, adroit, sa- gacious

Loyalty—adheres to, and defends, the company, its policies, its people, its products

Magnetism—the sympathetic personal quality that attracts and interests

Natural—attitudes, actions and statements which are not forced or artificial: without affectation or exaggeration

Organizing—planning work systematically and strategically

Persistence—the act of adhering firmly to course and objectives

Questioning — making inquiry about those facts which are pertinent to mutual interests and progress — customer and company

Resourceful—fertility in expedients; the quality of being abundantly productive in serving to promote the desired end

Sincerity — intending precisely what one says or what one appears to intend

Tact — a fine mental discernment shown in saying or doing the proper thing and especially in avoiding what would offend or be upsetting

Understanding — the power or faculty of apprehending relations and making inferences from them

Versatility—having an aptitude for applying different techniques in new situations encountered. Listen as well as talk.

Final Conclusion:

(continued on page 23)

# It's 2 to 1..

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

#### NO MATTER WHAT YOU CALL THEM

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountains  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

#### NO MATTER WHERE YOU FIND THEM

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

THEY ALL HAVE  
ONE THING IN COMMON—

## FAST SERVICE

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

# FAST FOOD

the magazine serving counter  
and fountain restaurants

**386 FOURTH AVE.**  
**NEW YORK 16, N. Y.**





1. When you reach your best possible prospects,



2. at the lowest possible cost,



3. with the best possible selling message,



4. your advertising is sure to get results.

Young & Rubicam, Inc. Advertising

NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES • HOLLYWOOD • MONTREAL • TORONTO • MEXICO CITY • SAN JUAN • LONDON

## LETTERS

Work—continued exertion and activity directed to selling  
Xtra work — more "continued exertion" for more selling  
Yearning—a strong emotion of desire for more and more sales  
Zeal—ardor for the selling profession and enthusiastic devotion for still more sales

### help—to sell a price rise

EDITOR, SALES MANAGEMENT:

Thank you very much for your most effective issue of **SALES MANAGEMENT** during 1956. Your November 10 issue helped me a lot in one of the most difficult tasks in a salesman's life—to sell a price rise.

You might be interested to know how we used your article, "What Can Make People Buy in 1957?" (Nov. 10, p. 59) and we have therefore the pleasure of sending you a copy of our Sales Letter No. 6/56 distributed to our 50 sole representatives all over the world.

Tor Alm

General Sales Manager  
Victor Hasselblad Aktiebolag  
Göteborg, Sweden

### sales literature wanted

EDITOR, SALES MANAGEMENT:

As you may assume by the address, I have been incarcerated at Washington State Penitentiary. Realizing that I must begin all over again, I am taking correspondence courses in Public Relations, Advertising, and Marketing to further my chosen field and to assist in my rehabilitation.

Would it be possible for you to send me a sample copy of **SALES MANAGEMENT** and any other material pertaining to these fields which I could study and apply as research.

Whatever you can do will be greatly appreciated. Thank you very much for considering this.

Hugh T. Platt

P. O. Box 520  
Walla Walla, Wash.

► Copies of **SALES MANAGEMENT** and other material on selling and allied subjects have been forwarded to Mr. Platt. Readers may wish to contribute similar material or suggested reading for Mr. Platt's rehabilitation.

## A Mayflower Move Is a Good Move!



Whenever you have personnel to move for your company, you'll find they like Mayflower Service. Top executives, salesmen, engineers, research people . . . whatever their position . . . report complete satisfaction with Mayflower. For example, here's what a recent shipper, whom we moved from Covington, Ohio to Yuma, Arizona had to say:

*"Not one thing was lost, broken or damaged. I was very satisfied in the moving of my household goods, and I shall recommend your company."*

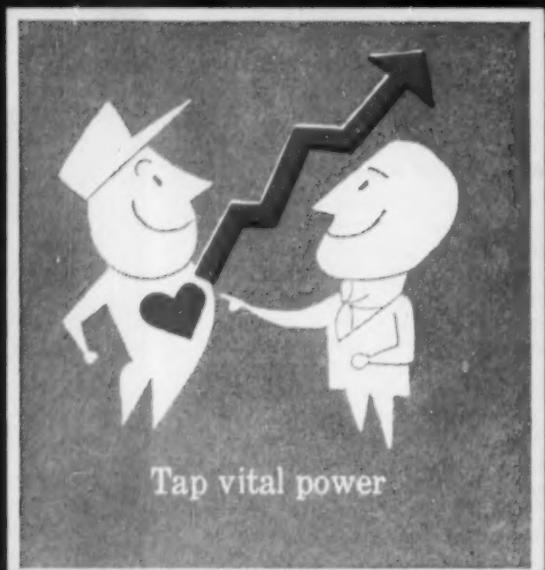
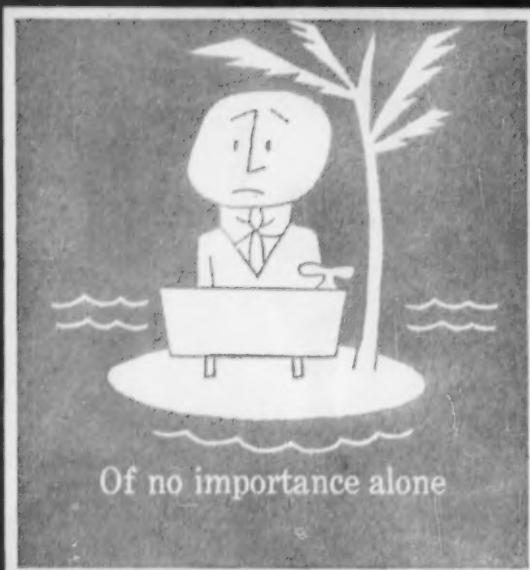
Next time you have personnel to move, call Mayflower, won't you? It's a mighty good move!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



AMERICA'S FINEST LONG-DISTANCE MOVING SERVICE

# action in



## MANAGEMENT IS

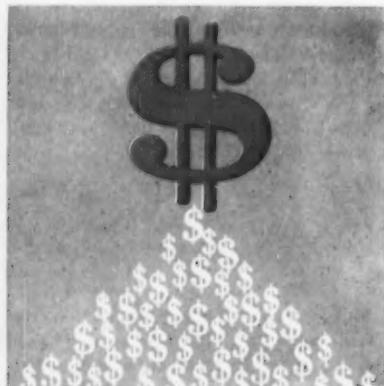
*In one month, more than 200 business firms bought over  
7000 reprints of this article from*



**THIS IDEA ENDS WORK FILE-UP.** One firm saves \$75,000 a year by hiring part-time help. An analysis of the job that part-time workers, mostly women, can do to supplement the full-time force, fill peak demands. A timely reminder to business owners of the existence of this labor reservoir in the article starting on page 34, January Nation's Business.



**PLANNED CREATIVITY PAYS OFF.** Giving your creative men every encouragement can help you improve products, as well as cut costs. A creativity program developed at AC Spark Plug Division of General Motors Corporation generated 256 usable ideas in 9 months, for total savings of \$500,000. For an analysis of the program—and its use to you—see page 34.



**CONSUMER SPENDING: NEW HIGH AHEAD.** Seven psychological factors will make 1957 a great year for your business, according to this authoritative and early forecast. Such factors as consumer optimism, willingness to take on more debt, and acceptance of obsolescence are listed. See page 28, January Nation's Business, for the full discussion.

# business



## A THREE-PART JOB

# Nation's Business

"An executive by himself is of no importance whatsoever," report the editors of Nation's Business in a provocative article on the executive function in the December issue. Pointing out that the successful manager's first task remains fundamentally one of influencing others, they warn that today's business leader must get out of his ivory tower and make personal contact—with those above, alongside and below him—in order to achieve success.

Businessmen responded to this article by purchasing (at 10¢ each) 7330 reprints—within four weeks of publication. These keyed requests—from all over industry . . . manufacturing firms, banks, retail and wholesale establishments—prove that the men who own American industry need and want this type of useful, informative article. The Nation's Business "useful look ahead" editorial concept is indeed unique in the business field, de-

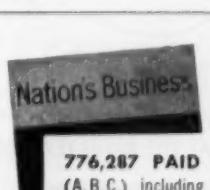
livering an editorial service that businessmen cannot find in other publications.

Of Nation's Business' 776,000 subscribers, 580,000 are owners, partners and presidents of every type of business, nationwide. Among general business magazines, only Nation's Business has the big circulation necessary to blanket the vast and growing business market. Circulation parallels population . . . with 257,000 copies each month going to cities over 50,000 and 518,000 to cities of smaller size.

Nation's Business continues to show its advertising strength, too! January 1957 lineage is up 21% over January 1956 . . . following a 20.6% lineage increase for the year 1956!

Action in business results when you advertise to the men who own American business . . . in Nation's Business.

Reprints of "Management is a three-part job" available on request.



Nation's Business

**776,287 PAID CIRCULATION**  
(A.B.C.), including 74,716 executives  
of business members of the National  
Chamber of Commerce and 701,571  
businessmen who have personal sub-  
scriptions.

**ADVERTISING HEADQUARTERS:**  
**711 THIRD AVENUE, NEW YORK 17, N.Y.**

Washington • Chicago  
Philadelphia • Detroit • Cleveland  
Los Angeles • San Francisco

## NEVADA CONFIDENTIAL

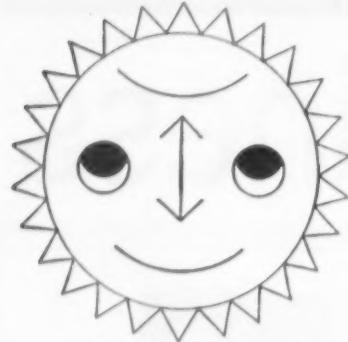
Nevada—America's top-quality state market for beverage sales! Yes, Nevada ranks second only to Wisconsin in per capita beer consumption and second only to Washington, D.C., in per capita liquor consumption. What's more, Nevada leads many larger legal-sale states in total case sales of liquor and total barrel sales of beer. Small wonder with bars, restaurants and hotels booming 24 hours a day in Las Vegas, Reno and across the state. Sure makes Nevada America's most responsive market for selling and advertising beer and liquor.

For detailed marketing and statistical analysis of alcoholic beverage sales, phone your nearest Western Dailies or John E. Pearson Co. office, or write one of these basic Nevada advertising buys . . .

**LAS VEGAS**  
REVIEW-JOURNAL • KORK-TV  
KLRJ-TV from HENDERSON

**RENO**  **ELY**  
KOLO-TV • KOLO-AM  TIMES

The tragic fact, our doctors tell us, is that every third car-cerdeath is a needless death... twice as many could be saved.



### LET'S LOOK AT THE BRIGHTER SIDE

Many thousands of Americans are cured of cancer every year. More and more people are going to their doctors *in time*...To learn how to head off cancer, call the American Cancer Society or write to "Cancer" in care of your local Post Office.

American Cancer Society 

## CORPORATE CLOSE-UP

### Meet the New Coke Girl



The new Coke girl is a woman of the world. In the upcoming February 25 Coca-Cola ad in *Life* she is the "Audrey Hepburn" type, pausing in Sun Valley for a Coke. Last month in *The Saturday Evening Post* she was the exotic, sexy "Ava Gardner," the center of sophisticated, appraising male eyes in Acapulco, Mexico. Coke's traditional archetype of the American girl—freshly soaped, full-faced with obvious links to home, mother, hygiene, soft emotions and soft drinks—has gone the way of the bustle.

The new Coke girl is the latest change made in what Wall Streeters may soon again call the blue chip Coca-Cola Co. The man behind the change at the 72-year-old beverage firm: President William E. Robinson, golfing crony of President Eisenhower, and ex-McFadden, ex-Scripps-Howard, ex-Hearst, ex-New York *Herald Tribune*, ex-Robinson-Hannagan Associates executive.

For Robinson and Coke there can be no standing still. Coca-Cola's rigid policy of not speculating in sugar futures has the firm in the grip of sugar costs that alone swallow 40% of syrup receipts. Robinson's revitalized marketing policies must attract enough new sales to offset inflation in ingredients, freight and advertising as well.

The people who pause at Coke's new "sign of good taste" consume 50,000,000 Cokes a day. That gives Coca-Cola estimated sales of \$265 million for the past year—roughly \$60 million ahead of Pepsi-Cola, Canada Dry, Nehi, and Dr. Pepper combined. When 7-Up—number three in U. S. sales—and firms of smaller size are added, Coke's slice of industry volume is now less than its traditional half. Firm and bottlers each spent \$15 million on 1956 ads.

Coca-Cola appeals to investors as a possible diamond on the garbage pile. The recent price of Coke's common stock has been more than 50% below its \$200 high in 1946, and more than 30% off its 1955 peak of \$145. Per share profits in fiscal 1955 were \$6.44 compared with '54's \$6.08. For nine months ended September 30, earnings were \$5.69 per share.

Under Robinson, Coca-Cola is not likely to wait 49 years before again switching ad agencies (currently McCann-Erickson Inc.) if that seems necessary to keep the Coke girl believably modern. But change does not come arbitrarily. For example, Coke's 500 salesmen may have to sell their 1,110 bottler customers at a raised price although bottlers' agreement for such a charge is technically required. The timing of any such move is as top secret as possible plans to test sell a new Coca-Cola-produced citrus flavor abroad. Further, salesmen still have to persuade 25% of Coke's bottlers to accept the king-size and family bottles introduced last year.

*Chicago, Chicago,  
that High-Flyin' Town—  
Number One  
Air Travel Center  
in the World!*



...AND  
CAPITAL AIRLINES  
SELLS TICKETS IN CHICAGO  
WITH WMAQ's HENRY COOKE

In July 1955, Capital called on Henry Cooke to tell Chicago about its new Chicago-Washington Viscount non-stop passenger service. By October of this year, Capital had *tripled* its service and had increased its share of the greatly-expanded Chicago-Washington market *from 17% to a walloping 60%*!

That's the kind of result Henry Cooke delivers. WMAQ favorite since 1940, and "Communicator" on "Chicago Calling" (Monday-Friday, 6:00-8:45 am) since 1953, Henry brings his audience on-the-scene news reports, music, sports round-ups, and vital service features. And all the while he



*sells!* In addition to Capital Airlines, he sells for such sponsors as: Clark Super 100 Gasoline; Consolidated Royal Chemical Corp.; Coty, Inc.; R. R. Donnelly & Sons Co.; Ford Motor Co.; General Foods Corp.; Parker Brothers, Inc.; The Quaker Oats Co.; R. J. Reynolds Tobacco Co.; Shulton, Inc., and Standard Brands, Inc. . . . to upwards of 275,000 listeners for as little as 22¢-per-thousand!

To get *your* sales off the ground in Chicago, ask NBC Spot Sales about Henry Cooke. In New York, a call to your NBC Spot Sales representative brings you an immediate Radio-Phonic Spot Buying audition by telephone.

# WMAQ

*Radio leadership station in Chicago* SOLD BY



**NBC SPOT SALES**

# FLORENCE

the  
milky  
way  
market



## ONE MILLION WITH ONE BILLION

You can now find the magical Milky Way in the Carolinas! Hundreds of thriving communities and towns cluster around Florence, making the market comparable in size to "key city" metropolitan areas.

The Florence "milky way market" adds up to one million people with more than one billion effective buying income!

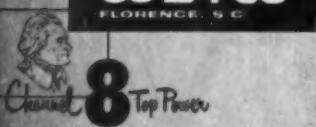
Only WBTW can give advertisers unduplicated coverage of the rich "milky way market" ... one million with one billion!

Chart your sales system to include the solar of the milky way market ... WBTW, Florence.

Represented nationally by CBS Television Spot Sales

**WBTW**

FLORENCE, S. C.



SPENCER STANDARD BROADCASTING COMPANY

February 1, 1957

## What Top Managers Have Taught Me About the Power Of ADVERTISING

BY ARTHUR H. (RED) MOTLEY  
President, Parade Publications, Inc.

I am afraid I have been talking too much about what should be done to improve marketing, selling and advertising . . . and not nearly enough about where I got so much know-how about business problems in fields where many of my listeners know most of the answers, while I am merely an outsider looking in.

Whenever I pound the podium and say, "You ought to do this," I really mean, "Here is a valuable lesson I learned from . . ." Hence the title.



Abe Plough, president, Plough, Inc. Abe Plough was born in Mississippi in 1891. In 1908, with \$125 in borrowed capital, he founded the drug business that is now Plough, Inc. Today the company is owned by more than 4,000 shareholders, distributes its products (including St. Joseph Aspirin, Mistol Mist) in 48 states, 57 foreign countries.

### ... Find a Side Entrance

When Abe Plough tried to get drug chains and wholesalers to stock his St. Joseph aspirin, he was told that two brands monopolized consumer acceptance for aspirin, and there was no reason for druggists to stock another brand.

The word "defeat" is not in Mr. Plough's dictionary. This was just another challenge. His problem was to produce an aspirin tablet which would not have to face Bayer-Squibb competition.

Mr. Plough decided that if he could make aspirin tablets which children would *like to take*, his product would be welcomed by mothers and fathers . . . so he made some half-size aspirins, flavored them with peppermint and sent samples to every pediatrician in the United States, suggesting that they be given to parents.

When distribution to the doctors got under way, Plough launched an advertising campaign on peppermint-flavored aspirin for children. Soon druggists were getting so many calls for this new product that Plough, Inc., was in business with all drug chains and wholesalers.

So I learned from Abe Plough that there is no such thing as a saturated market in the United States. There may be saturation in one segment of the market, but somewhere, somehow, new buyers can be found—and can be sold on a good product promoted with good advertising.



Charles G. Mortimer, president and director, General Foods Corporation. For two and a half years Charlie Mortimer has been chief executive of his company. And for two years prior to that he was executive v.p. But he joined GF almost 20 years ago.



Ollie E. Jones, executive v.p., Swift & Co. In 1912 Ollie Jones started to work for Swift as a clerk in the Accounting Division. Soon he got into selling. Now his responsibilities include sales development, advertising, merchandising methods, policies.



Carroll M. Shanks, president, The Prudential Insurance Company of America. He began his career in New York, with a large law firm, joined Prudential in '32 as assistant solicitor. Later he became v.p. and general solicitor and in 1944 executive v.p. In 1946 he was named president.

### **Home-Grown Competition**

When Sanka started advertising "Coffee that will let you sleep" there was an epidemic of raised eyebrows—but General Foods continued to advertise (and market successfully) both Maxwell House and Sanka. Then Postum moved in—and now the competition of General Foods products with other General Foods products is accepted as a matter of course. Last year their sales topped a billion dollars for the first time in the company's history—a 12% over-all increase compared to the previous year; and 20% increase from products introduced during the last 10 years.

### **Advertising Is a Sales Tool—Use It**

Swift & Company's record since the war has been outstanding. Good products, good advertising—and, very important, because Ollie Jones authorized an investment of about \$6 million to completely retrain a staff of 5,600 salesmen. This resulted in far more effective merchandising of the company's advertising, and—as always—this produced greatly increased sales volume for Swift & Co. products.

### **Everybody Wants Security**

Life insurance policies big enough to protect widows or provide retirement income were admittedly wonderful treasures, but for generations everybody except the rich or well-to-do looked longingly but hopelessly toward these unattainable luxuries.

Carroll Shanks didn't believe they were unattainable. He saw millions of Americans wasting more money than protection for their families—and peace of mind for themselves—would cost. He had faith that they would buy policies of substantial size when he made them understand how much this would mean to them.

So Mr. Shanks put the bulk of Prudential's advertising budget into Syndicated Sunday Magazines plus television . . . and deep salaams to the art and copy departments of Calkins & Holden, his advertising agency.

Nobody who knows me needs to be told that I am unshakably sold on the Mass Market as target No. 1 for U. S. advertising—but it does firm up my faith to know that Prudential is now the fastest growing life insurance company in America.

## RED MOTLEY: Salesman's Salesman

The redoubtable Arthur H. Motley—exclusively known as "Red"—is a man who has been selling something to somebody for 40 of his 55 years. As often as not this indefatigable publisher of *Parade*, the Sunday picture magazine, is selling salesmanship.

In 1946 he stepped out as v-p and director of Crowell-Collier Publishing Co., and publisher of *The American Magazine*, to become a substantial partner in *Parade*. Today, under his guidance, *Parade* appears in 55 cities, has 7,000,000 circulation.

In 1954 he was named one of America's Twelve Master Salesmen as well as being elected to the Hall of Fame in Distribution. He's also served as chairman of the board of National Sales Executives. At the request of the Government he headed the first team of sales experts to explain American selling methods to foreign businessmen.

The hardest part of Sales Management's presentation of these 9 sales vignettes: to limit the selection from the scores presented by Motley.

## When Dealers Are Hot

Jud Sayre has what it takes to set fire to a sales force and a dealer organization. He proved this with Kelvinator, then with Bendix, and now he is proving it again with Norge.

Nothing makes advertising produce sales so effectively as enthusiasm in the sales organization, enthusiasm among the advertiser's salesmen and, perhaps even more important, enthusiasm for the product and for the advertising in the dealer organization.

It is comparatively easy to generate heat for a product or for an advertising campaign among General Office Brass, but this accomplishes little unless there is good conduction, transmitting the heat all the way down the line, through the sales force to the dealers who must do the selling.

As a CONDUCTOR Jud Sayre is without a peer in my book.



Judson S. Sayre, president and general manager, Norge Division, Borg-Warner Corp. Sayre has steadily pushed up the sales of his division since his affiliation with it in 1954. His first year's sales figures were 185% above the preceding one. Before he joined Norge he was v-p, Bendix Home Appliances Division, Avco Mfg.

## Uneasy Lies the Head That Wears a Crown

Bill Robinson warns that "nobody has a mortgage on first place. You may be in front, on the right track, but if you sit down you will get run over." . . . When 50 million people every day are accepting the invitation to "Have a Coke," I can't believe he is running scared—but he does keep looking over his shoulder.

Coca-Cola has proved the power of advertising more convincingly than it has been proved by any other advertiser I know of—and has proved that a good product does not need advertising which screams, pounds the table or makes extravagant claims . . . "The Pause That Refreshes" . . . Nothing controversial—just a friendly reminder, to everybody everywhere all the time, with one central copy theme which nobody questions.

See "Corporate Close-up" page 26 and "Meet the New Coke Girl."



William E. Robinson, president, The Coca-Cola Co. A New York University product, Robinson joined Coca-Cola two years ago. For a brief period prior to this he was chairman of the board and chief executive officer, Robinson-Hannagan Associates, top New York public relations firm. Previously, he was publisher and director, New York Herald Tribune.

(Continued on page 74)



### "You Can't Sell from a Desk"

The quote comes from Willis D. Horner, new v-p in charge of sales, The Allen Manufacturing Co. ("The Number One Name in Hex-Socket Screws"), Hartford, Conn. He's been selling for all of his adult years, mostly the products of tool manufacturers. For nearly 22 years he's been associated—always in sales—with Allen: Since '48 he's been sales manager. Now he sits on the board as well . . . Horner, a Brooklyn boy—and, though expatriate, a Dodger rooter—never lets the seat of his pants wear out . . . Spends a considerable time in the field, makes frequent tours through Allen's big, sunny plant. (His sales force maintains he could operate one of the company's big "headers" [background] if he had to.) Under his direction the sales staff has had an almost negligible turnover and he's a bug about sales meetings. One of his men put it this way: "He has a really uncanny knack for making you *want* to participate, to toss some ideas into the hopper." Horner's first job with Allen was representing the company in the New York City area. He became field sales manager in '46. He's papa to two sons, one 18, the other 23. Recently he's become a "rockhound," discovering and polishing gem stones. "The hobby's like selling," he says. "You've got to keep your eyes open."

### General Foods' Bennett: From Salesman to Marketing V-P

Robert H. Bennett joined Postum Co. (now General Foods) in those halcyon days—1927—before the Depression: In the years between then and now he's served in almost every phase of the company's marketing activities, from salesman to advertising manager. And now he's been chosen to become v-p in charge of marketing. He's a New Jersey product, born there (Passaic), educated there (Rutgers) and still lives there (Ridgewood). He's a man to whom his work is all. If he has a consuming outside interest it's his family, his wife and three married daughters. In 1950 he became assistant general manager of the Maxwell House Division and two years later moved over to Jello-O as general manager. He was elected a v-p in 1955. Commutes each day, by car, from his Ridgewood home to company headquarters in White Plains, N. Y. It's all in the day's work to him.



### A Leasehold in New Jersey . . .

American Viscose Corp. has a new office, director of marketing. Heading it is a 49-year-old chemical genius who is anything but the introspective, withdrawn type people assume a chemical "brain" is: He's Dr. Francis M. Parker who comes to American Viscose from Merck and Co., Inc., where for four years he's been director of marketing. Parker, who was born in South Bend and won his doctorate in organic and physiological chemistry from the University of Chicago, helped with his tuition by acting as a lab assistant and holding down a teaching post. He also won the coveted Julius Stieglitz Graduate Fellowship of the Chemical Foundation. Later, seeing the opportunities offered a chemist with sales bent, he attended the Advanced Management Program at Harvard Business School . . . He and his family live, winters, in a house he designed. In summers they have a place at Island Beach, N. J., where they have a state leasehold. He and his two boys ("They don't want to be chemists," he says, mock seriously: "They've got brains!") roam over 4,000 acres of dunes, drive their "beach bug" to favorite spots for surf fishing. Mrs. Parker was a college classmate of the doctor. Parker may knock his own brain but no one else does: He began as a technical sales representative for Merck, moved on to manager of the Industrial Sales Division, combines the people-ease of a top salesman with the planned-thinking of the intellectual he also is.





PROFIT SHARING can be a powerful management tool for developing a good, cooperative attitude by the employe and his family toward the company. Here, Rawson L. Wood, author of the first part of this article, personally presents a profit-sharing check at the home of one of his men.

## For Motivation of All Employes, Take a Look at Profit Sharing

It embodies deep implications for Sales, and the movement is growing. Here is a quick-reading primer of 16 questions and answers which cover major points in the "how" and "why" of this powerful management tool.

BY RAWSON L. WOOD

President, Arwood Precision Casting Corp.  
and  
Chairman, Council of Profit Sharing Industries

### *1. What is profit sharing?*

A procedure under which an employer pays employes, in addition to regular pay, special current or deferred sums based on the prosperity of the business as a whole. The Council of Profit Sharing Industries calls it "a form of partnership in its fullest sense . . . but properly applied and developed over the years, true profit sharing goes further than any definition of it. It involves a sharing not only of monies, but of interests, of purposes, of effort. The profits are the outward, visible and highly desirable sign of smooth, efficient teamwork."

### *2. Is profit sharing increasing?*

Yes. Though Procter and Gamble has had a plan since 1887, the movement in general has been given greatest momentum since World War II. One yardstick: At the end of August 1946, 2,500 rulings on applications for profit-sharing plans had been issued by the Internal Revenue Service; by June 30, 1956, over 10,000 rulings had been issued. Current installations are believed to be about 1,000 a year.

### *3. What are the principal kinds of profit-sharing plans?*

(a) Cash or current, with payments at regular intervals, at least once a year, more commonly twice a

year or quarterly.

(b) Trusted or deferred. Establishment of trust to provide employes with future benefits, principally retirement, death, supplemental unemployment and disability payments. Sometimes the employe pays into a fund, voluntarily or as a condition of employment.

(c) Combination of cash and deferred.

*Note:* There are great variations in types of plans, in such matters as eligibility based on length of service, nature of employment, formula for payments, severance practice.

### *4. What kinds of companies have adopted profit sharing?*

Practically all types of profit-making organizations: large, small, medium-size, in almost all fields. Generally speaking, it is more widely used among processing and fabricating manufacturers than among basic primary producers.

### *5. Does the plan work equally well for all companies?*

No. Some are not adapted to it, are not ready for it; some fail to give enough consideration to selection of the proper plan. For good results, both management and employes must

# PROFIT SHARING AT WORK

Profit sharing is winning more adherents each year, and there is a trend toward expansion of plans. Though not a panacea, or a substitute for good management, it is recognized as a sound method of providing group incentives and supplemental benefits to employees.

The 800 members of the Council of Profit Sharing Industries are only a fraction of the companies that have such plans, but they include some of the largest and most progressive firms in the U. S.\*

Here are brief case histories of profit-sharing plans of four companies:

## ... at S. C. Johnson & Son, Inc.

S. C. Johnson & Son, Inc., manufacturer of waxes and finishes, with approximately 1,450 employees, has had a profit-sharing plan since 1917. The firm's profit-sharing pool is created out of net profits before payment of income taxes. The board of directors decides what proportion of profits to distribute to employees; the percentage has been 25% for a number of years. Payments are made twice a year: at the close of the fiscal year on June 30, and at a profit-sharing party just before Christmas. There are both cash profit shares and payments into a deferred profit-sharing trust.

In 1956 the average cash payment (not including token payments to employees with less than six months of service) amounted to approximately \$1,120. Since the inception of the plan, approximately \$15 million in profits have been distributed in cash. This does not include the substantial sums deposited to the credit of employees in the Trust (deferred) plan, begun in 1953.

Johnson employees are kept informed of the firm's progress throughout the year through stories in the company magazine, the *Jonwax Journal*. They also receive quarterly reports on the status of the profit-sharing pool.

## ... at Procter & Gamble Co.

The Procter and Gamble Co. has had a profit-sharing plan since 1887. There are now both a cash and a deferred plan. The firm's contribution to the cash plan is \$100 to \$300 a year per participant, depending on service. Its contribution to the deferred plan is based on a formula providing 15% of the earnings above \$2,000 of each participating employee. This has been the formula used for a number of years.

Employees are kept informed of the plan through the company magazine, movies and sound films, in-

\*For further information about the council, see questions 15 and 16 in the companion section of this article.

dividual reports, and group meetings.

## ... at Arwood Precision Casting Corp.

Arwood Precision Casting Corp. (four foundries and New York executive offices) has made cash distributions of \$246,432 to its 650 employees for 1956, amounting to 15.3% above wages. A final payment to be made after the year-end audit will bring the total to 19%, equivalent to 46 extra days' pay per employee, for the year.

Arwood's profit-sharing plan, in effect since 1948, provides that stockholders get first share of profits, up to a return of 5 1/2% on their investment. Of the remainder 50% goes to the employees and the other 50% is set aside as working capital, for tax payments, other obligations.

Arwood's president and founder, Rawson L. Wood, was elected chairman of the Council of Profit Sharing Industries last November. He was a charter member. He credits the firm's success and spirit of cooperation between management and labor, in large part, to the profit-sharing plan and says it works to the advantage of stockholders as well.

William O. Sweeny, Arwood's sales manager, says the company's sales representatives like the plan, even though they work on commission and therefore are not included. They like it because they benefit from good employee morale. "Their letters are answered promptly. Their telephone calls are returned. They can count on quicker deliveries, better service all down the line for their customers."

## ... at Pitney-Bowes, Inc.

Pitney-Bowes, Inc., manufacturer of postage metering and other mailing machines, has had a profit-sharing program since 1946.

The plan provides for the deduction of 25% of profits, before taxes, each quarter. The first charge against the sum is a payment into the firm's retirement income plan, a fixed benefit trust plan. The remaining money is used for cash wage-and-salary dividends. For the first three quarters of 1956 payments averaged 6 1/2%; fourth-quarter payments will be higher (since this was the best period for sales and profits). The rate for the entire year will be above 7%. For the average employee, earning about \$4,500, this will come to something more than \$300.

The highest cash payments Pitney-Bowes has made under the plan were at the rate of 8.8%, in 1951; the lowest, 4 1/2%, in 1953.

Pitney-Bowes keeps employees informed of the firm's progress during the year, through meetings, reports, the president's monthly (*Management News Letter*), films, bulletin boards.

have faith in the plan and must work as a team. Profit sharing presupposes good communications—that management will keep employees informed of the company's activities and progress, and setbacks. A survey of 300 companies with profit-sharing programs revealed that 96 managements considered them "very successful," 136 "successful," and only six "disappointing." The remaining 62 were neutral or uncertain or believed it "too soon to say" whether or not their plans were working well.

#### 6. *What are the commonest causes of profit-sharing failures?*

Setting up too high a rate of payment to be maintained consistently, resulting in recurring disappointment; or too low a rate to interest workers. . . . Management's lack of understanding that workers want not only dividends, but the sense of participation as partners; to be kept informed, to be invited to make suggestions regarding the company's operations—to have them considered, even if not adopted.

#### 7. *On what basis are profit-share payments established?*

There is wide variation. Many factors must be weighed and decisions should be made only after careful study. Among points to be considered: Are profits to be paid before or after taxes? Before or after payment of dividends to stockholders? How can payments be made greater for long-term employees, for those with greatest responsibility?

#### 8. *Who should participate in a company's profit-sharing plan?*

All employees associated with the firm for a specified period, say one month, six months. The degree of participation may vary with length of service. If, for example, the base percentage payment is 10%, those with the firm less than one year may get 5%; the rate may be raised for those with 10 years or more service.

#### 9. *Do executives participate?*

Usually they do. In some cases the firm's officers are excluded. Sometimes there is a sliding scale, with foremen and others in responsible positions receiving more than the base percentage payment.

#### 10. *What about salesmen?*

Nearly three out of four plans include salesmen. Some companies with more than 500 employees, whose salesmen are included in profit-sharing plans: Cleveland Pneumatic Tool Co.; Precision Castings Co., Inc.; Sanborn Co.; Time, Inc. (Note comment on commission salesmen's attitude in Arwood case history, page 35.)

#### 11. *What is the attitude of unions to profit sharing?*

No definitive study has been made of union attitudes, but the advantages of added income and greater security to employees from profit-sharing plans would seem to be self-evident. About 40% of the companies in the Council of Profit Sharing Industries have unions.



"I should have been suspicious when the sales manager promised me a protected territory!"

#### 12. *Why are good communications necessary to the success of a profit-sharing plan?*

Employees should be told how much money the firm is making—or losing—and why. They should realize what they, as individuals, can do to make profits larger. They should get reports, full but as simple as possible, each quarter or whenever payments are made.

#### 13. *What are the chief benefits to management from profit sharing?*

Better employee morale, resulting in better production. Surveys have shown that management's most commonly reported motives in setting up profit-sharing plans are: to encourage a sense of partnership; to provide group incentives; to make provision for employee security. Under a good plan, safety records are improved, employees turn in sales leads, and the visitor to the plant (or office) is warmly welcomed. The lazy, inefficient employee is frowned on by fellow-workers as a drain on their earnings.

#### 14. *What do stockholders think of profit sharing?*

When they realize its benefits in increased production, lower costs and higher profits, they like it. Arwood shareholders credit the firm's good earning record to its profit-sharing program. In a survey made among Pitney-Bowes shareholders, 81% of the 37% who replied said the company's profit-sharing plan was worthwhile and should be continued or expanded; only 6% said it was of doubtful value and should be curtailed.

#### 15. *Where can one get help in deciding whether to start a profit-sharing program, and help in setting it up after the decision is made?*

From the Council of Profit Sharing Industries, 337 W. Madison St., Chicago 6. Its executive secretary, Joseph B. Meier, will offer information and advice. The council has an excellent pamphlet in question-and-answer form, "Essential Factors of a Profit Sharing Plan," for \$1.

#### 16. *What is the council?*

It is an association of more than 800 firms practicing profit sharing or interested in furthering its principles and objectives. It serves as a research and information center; sponsors conferences and workshops; aids in organizing profit-sharing committees in trade and industry associations; promotes the establishment of profit-sharing incentive plans. It is a clearing house for all those interested in such plans.

**The End**



## **DON'T SHOUT...**

*a prospect is trying to hear what you say*

You OK an advertisement. It runs in the publications your prospects read. It shouts loud and well to attract their attention. Nobody responds.

What went wrong?

Maybe the ad shouted so loud prospects couldn't hear what it said. Like an announcer over the public address system at a carnival. The plain fact is that *business* advertising doesn't have to shout, shouldn't shout, and invariably does better when it talks quietly and sincerely to a prospect—man to man.

There's a reason for this. You may have 1500 prospects, or 15,000, but the only ones who will read your ad half as carefully as you do are the handful of prospects actively interested in your kind of product *today*—now—at the very time they run across your message.

Every farmer needs a tractor, and knows he'll have to buy another some day. But the farmer with money in the bank and a broken-down tractor in the middle of a ripe wheat field—he's the one who's going to study all the tractor ads that night, and react...and act!

It's essentially the same with *your* prospects, no matter what you sell. Talk to the men who need your product *now*, and tell them all they need to know about it. Not as many people will hear the noise, but those in the mood to listen will find your message and if your product sounds good, you'll hear from *them*.

**THE SCHUYLER HOPPER COMPANY**  
12 East 41st Street, New York 17, N.Y.

## INDUSTRIAL SALESMAN

**WANTED:** Growth of leading, well-rated manufacturer creates opening for experienced salesman. Age 22 to 30; degree in Mechanical Engineering. Experience in sales of corrosion resistant valves or similar product. Must be willing to relocate and travel. Salary plus commission. Submit resume.

## What Is Wrong With This Ad?

This ad, unfortunately, typifies a point of view which explains why many industrial companies are finding it so difficult to recruit salesmen today. They fail to take into consideration what the potential applicant is looking for in a job. By failing to present the ad in terms that appeal to his needs and ambitions, the company rules out the very men who do have the qualifications it seeks.

Also, the requirements for qualification are too exacting. These exact specifications automatically narrow the field of choice to the point where, even with the most intensive search for candidates, the company has too few men from which to make a choice. From quantity there is, of course, proportionately greater chance of securing quality men, particularly if the employer does not insist on specific product experience.

Undoubtedly the biggest single barrier to easing the current shortage of industrial salesmen is insistence on this *specific product experience*.

You might call this point of view "product egocentrism." Too many firms hold the conviction that their products move through unique marketing channels and must be sold in a manner entirely different from the products in other—or similar—industries.

\* President, Tom McCall & Associates, salesmen placement specialists.

BY TOM McCALL\*

We have developed ample evidence that an employer who abandons the specific product experience specification and concentrates on an applicant's potentialities as a salesman can find qualified men. And, in most instances, they can be developed into outstanding producers. Product knowledge can be taught much easier and quicker than personality and temperament factors which make a high-producing salesman.

For example, we once uncovered for a valve manufacturer a salesman who had had five years' experience in baby foods, but who became one of the valve concern's outstanding producers. That employer, like the one in the ad, was at first adamant in his insistence upon industrial sales experience.

But the baby food salesman was the son of a steamfitter and had had five summers' experience figuring and fitting valves and pipes. In addition, in his sales work he had worked under close supervision and had developed good sales habits. In other words, a close scrutiny of the entire man showed up potentialities that were not apparent in a superficial examination of his product experience.

Other factors which figure in the overly rigid specifications employers set up are age, education, and social

or ethnic background.

We recognize that there are industries which require men with specific training and experience to sell highly specialized products. But even some of these, under rigid investigation, turn out to involve a sales situation in which most needs can be met by a high type of man with a proved "success pattern" in his background.

Industrial management can ease its recruiting problem to a marked extent if the company's own hiring officer and professional employment counselors are given a more flexible formula with which to work.

First, those responsible for hiring should be allowed to cross product lines. Then they should be allowed to present for consideration applicants who have satisfactory I. Q. and aptitudes, as measured objectively, and who possess a good sales record, regardless of the product field. Men who can:

1. Survey and analyze a sales situation.
2. Project a product story.
3. Service product application.
4. Develop prospects.
5. Close the order.

In addition, there's a psychological factor which seems a common characteristic of the better men. It's a cer-

# How to make talk, and sales, go your way



Although words help keep him in business, it's sales action that speaks loudest for Ralph DeJur, president of DeJUR-Amsco Corp., U.S. distributor for the Stenorette dictating-transcribing machine.

When the machine was introduced into this country in June 1955, the company faced two major problems: to create a national dealer organization, and to stimulate consumer demand, especially among business executives.

With a limited budget, DeJUR had to plan its advertising carefully—and yet cover the country. The solution? The New York Times.

First advertisement for Stenorette, almost a full-page, ran in The New York Times in June 1955. A similar ad followed on October 23, and three days later a smaller unit. Follow-up copy ran in January, February and March, 1956.

That's all there was to it. Dealers from every part of the country responded. In a short time, DeJUR was able to franchise many of the nation's most

active dealers. So rapid was public acceptance, Mr. DeJur reveals, "That many dealers joined us in a cooperative advertising campaign in The Times to bring pre-sold customers directly to their stores."

In October, a full-page was placed in The Times. Again "results were immediate and from many parts of the country." Proof again, Mr. DeJur declares, that "The New York Times consumer and trade coverage gives us full measure for our advertising dollar."

Whatever and wherever you sell—in supermarkets, franchised dealers, department stores, gas stations—The New York Times consistently helps you sell more, much more. Smart advertisers know it. That's why they have made The Times the biggest advertising medium in the world's greatest and most profitable market for 38 years.

## The New York Times

*"All the News That's Fit to Print"*

# Pin Down the BIG ONE



## Advertise in the \$100-BILLION Industrial Midwest at the All-Important PURCHASING AGENT Level!



Want quicker buyer-action? M.P.A. gets through to "buyers" in America's great industrial "Heart" like no other publication can. It's the Official Magazine of the powerful Purchasing Agents Association in the *world's richest concentration of industrial purchasing power*. "Preferred" reading by all member-P.A.'s. Editorially tailored to the needs of these buyers, *exclusively*. Gives your sales message unique authority with the men who buy what you sell in the nation's fastest growing industrial market. Join the many successful national advertisers already "regulars" in M.P.A. Get into the next issue.

A few of the "national" advertisers who use over 50% of the space:

Alcoa  
U. S. Steel  
J. & L.  
Ryerson  
Bethlehem  
McLouth  
Lunkenheimer  
Assoc. Spring

Wickwire-Spencer  
Bethco & Wilcox  
Tube Turns  
Chase Brass  
Bridgeport Brass  
American Brass  
Scott Paper

Nat'l Screw  
Torrington  
Standard Oil  
Cities Service  
American Box  
Robt. Gair  
Ohio Gear  
Reynolds Metals

Write for  
Roster Issue  
(Containing  
P. A. List)  
on your  
letterhead

**THE MIDWEST PURCHASING AGENT**



6th Floor Penobscot Bldg.  
Cleveland 13, Ohio

tain "psychic itch"—an innate drive—the capability of a man to be dissatisfied with his performance. The best men are constantly striving to improve. This motivation extends beyond the mere desire to live in comfort and style. And it's likely to be an important factor in the make-up of the men who stick it out until they succeed in closing the sale.

This type of approach admittedly calls for some fresh top-management thinking. We say "management thinking" because in many instances the personnel manager himself is unwilling to assume the responsibility for either suggesting or testing a broader approach. If he hires an engineering graduate for an engineering sales job and the man fails, he can shrug it off as "just one of those things." Criticism cannot be directed at him because he did follow instructions.

### Flesh, Blood and Spirit

If industrial firms, at policy level, relax their insistence on total conformity to the letter of a perhaps ill-advised established policy and inject more feeling for flesh and blood and spirit, they may reduce turnover and expose themselves to new vigor and also some exciting new slants on old problems. Then they will be moving toward a more stable pattern in the sales function.

Recently we recommended for a position a young man who wasn't the desired combination of salesman and engineer required by the employer.

The president of the firm hired this young man after he was induced to study his own sales department background record: Three of his top producers were men without an engineering degree. The president reports that the young man is providing a fresh perspective and sparkle to the entire sales group. We wonder if the words "engineering degree" don't connote some fancied imagery of prestige or guarantee of success out of proportion to their significance.

Almost daily we are nonplussed by job specifications where the experience background is detailed to a degree found only in older men. Yet, why do industrial firms pass up men over 35 years of age? Frequently in such men we find the strongest sales motivation, the stability and organized thinking, the best experience.

The "age barrier" is causing young men to synthesize their goals, reduce them to a tangible form, often on a timetable basis. By a certain age they aim to be making a certain amount of money, to have reached a definite

plateau in the sales organization. Young men with an intelligence quotient qualifying them as valuable to management also prove alert enough to plan their progress against the age barrier arbitrarily set up by management. Many have a tendency to reach their objective by looking for a job rather than in doing a job.

Industrial organizations are unrealistic when they restrict their hiring to men under 35. Reasons such as supervision difficulties, health problems, pension and promotion plans are too generalized. There are far too many exceptions to lay down such iron-clad rules. Actually there are 30 years of service left in the 35-year-old salesman.

In the summer of 1956 one of our clients requested a young salesman with shop or engineering experience to sell cutting tools. We had a 54-year-old cutting tool salesman available who had been rejected by a half dozen companies in that industry simply because of the age barrier. When we suggested that this firm consider the 54-year-old man it immediately rejected the idea with the "excuse" that he was not promotable.

Our suggestion to the company was to determine what follows for its salesmen. Are there no jobs for Indians? Must everyone be a potential Chief? Did the company have enough management jobs to reward all its present promotable men promptly? After a closer look at these questions the firm hired the 54-year-old man as a *salesman*.

He was extremely grateful for this opportunity to prove his worth and to exploit his many contacts developed over a 20-year period. He has been very successful in increasing business for the company, not only in his own territory, but also in adjoining territories.

#### A Way Can Be Found

A national survey of this company's territories has shown at least five areas in which men from this new source (those beyond the age barrier) may be utilized without disrupting growth and promotion plans.

Another rich source for prospective salesmen is people now engaged in non-sales jobs. Psychological and aptitude tests are the tools for this type of prospecting. Salesmen discovered by this method may take more time and money to develop, but they may prove more stable than many a "career" salesman.

There are many in non-sales jobs eager to be trained as salesmen—provided, of course, they are not required to reduce their living standard



# Your Dollar Goes Further in **AKRON** Biggest One Newspaper City in the Nation

With complete coverage  
without waste of a great  
one billion eighty million  
dollar market

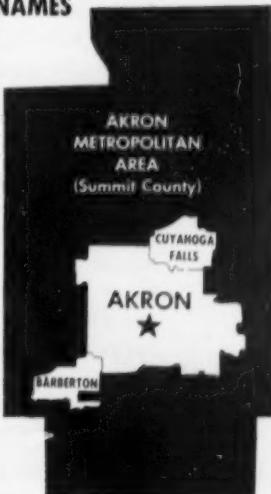
#### MEDIA COVERAGE OF SUMMIT COUNTY

Media	Circulation	% Coverage
AKRON BEACON JOURNAL daily	132,934	96.5%
AKRON BEACON JOURNAL Sunday	126,165	91.6%
Cleveland Plain Dealer daily	13,760	10%
Cleveland Plain Dealer Sunday	8,342	6%
Cleveland Press daily	1,366	1%
Cleveland News daily	548	less than 1%

#### OHIO'S MOST CONCENTRATED AREA OF GREAT INDUSTRIAL NAMES

CHRYSLER 385 MILLION  
Stamping Plant  
GENERAL MOTORS  
Euclid Division  
\*TRUCKING CAPITAL OF THE WORLD  
\*ENTERPRISE MFG. CO.  
\*B. F. GOODRICH  
\*ALSCO  
\*MCNEIL MACH. & ENGINEERING CO.  
\*FIRESTONE  
\*FIRESTONE STEEL  
\*SEIBERLING  
\*WEATHER-SEAL  
BABCOCK & WILCOX  
COLUMBIA-SOUTHERN CHEMICAL  
QUAKER OATS  
AMERICAN HARD RUBBER  
\*MOHAWK  
\*GOODYEAR  
\*GENERAL  
\*GOODYEAR AIRCRAFT  
\*SAALFIELD PUBLISHING  
\*ROBINSON CLAY PRODUCTS  
NATIONAL RUBBER MACHINERY  
DIAMOND MATCH

\* Indicates Main Plant and Offices



## AKRON BEACON JOURNAL

Ohio's Most Complete Newspaper

STORY, BROOKS & FINLEY, Representatives  
JOHN S. KNIGHT, Publisher

substantially as a penalty for not having started their business experience in the sales field.

My 30-year-old neighbor was a road construction gang foreman earning \$7,200. He wanted to be a salesman. His wealth of technical knowledge about the problems of macadam roads and a psychologically measurable amount of "sales aptitude" enabled us to offer a choice of jobs with machinery builders who were willing to adjust their "trainee" salary to accommodate a man with the respon-

sibility of a wife, three children, and a mortgage.

He has done well in his new profession, has considerably increased his income, frequently represents his company in its foreign operations. His employer has found a new source of salespower by making what was a token adjustment in the cost of bringing a trainee salesman up to productivity.

The employer must not forget that recruiting good salesmen is in itself a selling job. The firm must have

something to offer the candidate in the way of job climate, monetary and psychological benefits. What are candidates asking for today? For example:

1. They want a better salary than they are now getting. Seldom can you expect a man to switch jobs for a small increase in salary.

2. They are looking for incentives to accompany the salary—they expect extra rewards for top performance. Fringe benefits and retirement plans exercise a certain leverage but are likely to seem more important to the younger man.

3. They are seeking an opportunity to increase their income from year to year. They insist on knowing where they are going, that their contributions will be recognized and well rewarded. Many times they are looking for the opportunity to progress into sales management.

#### Choice of Jobs

It isn't any secret that the good salesmen can have his choice of jobs in the industrial sales world. And the real producer will surely go where he is offered the combination of monetary reward, opportunity, job climate and fringe benefits which comes nearest to fulfilling his wants and needs.

The fierceness of competition for good salesmen calls for periodic re-appraisal of all manpower policies, with corresponding action taken to correct weaknesses which make sales work in the company unattractive. If your proposition is right and you're still having difficulty in recruiting, then look back at your specifications. If they are overly precise, that's probably the cause of your chronic hiring headache.

The End



### ASK THE FOLKS WHO COME TO BOCA

Here are a few organizations, chosen from hundreds, whom we have had the privilege of serving over the years—and will continue to serve with unstinting care in the years ahead.

American Assn. of Advertising Agencies • Oldsmobile—Division of General Motors • Southern Newspaper Publishers Association • United States Savings & Loan League • Bicycle Institute of America • American Drug Manufacturers Assn. • Equitable Life Assurance Society • Metropolitan Life Insurance Company • Ford Motor Company • Southeastern Electric Exchange • New York Life Insurance Co. • Young Presidents' Organization • National Paint, Varnish & Lacquer Assn. • National Coffee Assn. • W. R. Grace & Co. • National Assn. of Manufacturers • Grocery Manufacturers of America • International Business Machines • National Assn. of Aluminum Distributors • American Pharmaceutical Manufacturers Assn. • Association of Junior Leagues of America, Inc. • Concrete Reinforced Steel Institute • Assn. of Reserve City Bankers • Pipe Line Contractors Assn. • Florida Bankers Assn. • American Drug Mfrs. • Connecticut General

You'll be happy at Boca, too! Write Convention Sales Dept. M-G-2

*Boca Raton*  
HOTEL AND CLUB  
BOCA RATON, FLORIDA

"HOME OF THE WORLD'S MOST PAMPERED CONVENTIONS"

FLORENCE

the milky way market

WBTW 8 Top News

# How to throw a good selling campaign out the window

The best way to throw a good advertising-sales campaign out the window is to let it run without appraising its results. Too often good advertising campaigns are discarded ("Let's try something new and different") — or ineffective advertising continues to run ("I like that") — because the people responsible just don't know whether it's good or bad.

There's only one way to tell: *Measure results in every practical way you can.*

So far, none of the yardsticks of advertising performance have yet proved to be an exact 36 inches. However, the major problem seems to be not that advertising measurement techniques leave something to be desired, but rather that they are frequently ignored. And some say, "it's too expensive — we should know what's good in our own business." Certainly, measuring advertising performance costs money . . . but, not nearly so much money as advertising that doesn't get read or that doesn't produce results.

Measurement of advertising performance, like anything else in advertising, shouldn't be left either to chance or convenience. It should be just as much a part of the preliminary campaign plans as media cost and schedules. That's why we always try to include measurement plans *before* campaigns run. Then, of course, we keep the client informed and where possible schedule frequent meetings to review advertising effectiveness. Only then can we and our clients *objectively* analyze advertising and eliminate the extravagance of throwing an advertising campaign out the window before we really know whether it is good or bad.

Occasionally, systematic evaluation of advertising reveals a flop, and it's a bitter pill for both agency and client to swallow. But, the important thing is that by knowing early that a campaign isn't producing the



expected results, you can put it on the track before you've spent too much on it.

We believe that systematically measuring the effectiveness of advertising is economic wisdom. It is an investment that keeps us and our clients from throwing good advertising campaigns out the window and from allowing ineffective ones to run a day longer than necessary.

**Marsteller, Rickard,  
Gebhardt and Reed, Inc.**

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH  
AFFILIATES  
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.



## down . . . and out of the running:

a competitor whose catalog was there  
when it was needed got the order

A catalog *must* be there—in a ready buyer's office whenever he wants it—if it is to fulfill its true function of speeding invitations for salesmen to call. When prospects *are* ready to buy, catalogs are their most important guide to probable sources of supply—and *only* catalogs which are immediately available can be *used* immediately as a guide to whose salesmen to call.

Good catalog procedure, therefore, concentrates on making your catalog constantly accessible to the important specifiers and buyers in your markets. Let them write and wait for your competitors' catalogs if they must—but never yours. The oftener your catalog is there *first*, the oftener your salesmen will have a head start in the race for orders.

There are some interesting facts, on the facing page, about how easy so many companies make it for you to give your salesmen the priceless advantage of first contact with ready buyers—by having your catalog already at work while theirs are still “on the way.”



**how to put  
your catalog —  
and your salesmen —  
“ahead of the pack”**

When prospective buyers must write for catalogs, the chances are they will have to wait 13 days for them. At least, that is the average time it took 748 companies to supply the catalog material, illustrated above, upon request from an important potential customer. Just as significantly, the collective number and dimensions of these catalogs are such that to file and index them for easy reference the *next time* they are wanted presents an almost hopeless problem to most offices.

Think of the advantages, then, of a procedure that takes your catalog "out of the pack"—puts it in your potential customers' offices *before* they need it, and in such a convenient, easy-to-use form that your catalog will never be lost or misfiled, and will always be ready for buyers to use *whenever* they want it.

Such a catalog procedure is available to you from Sweet's. Tested and proved for 51 years, it is a procedure that is currently increasing the marketing efficiency of over 1,700 companies. If your products are specified and bought in any of these huge markets: building, product design, plant engineering, and metalworking production—ask your nearest Sweet's office how pre-filed, market-specialized catalogs can give your salesmen a priceless head start toward wanted orders.

**Sweet's Catalog Service**

*a division of F. W. Dodge Corporation*



designers, producers, and distributors of manufacturers' catalogs for the industrial and construction markets  
119 West 40th Street, New York 18, New York  
also Atlanta 3, Birmingham, Boston 16, Buffalo 2, Chicago 54, Cincinnati 2, Cleveland 15, Dallas 1, Detroit 26, Los Angeles 17, New Orleans 12, Philadelphia 7, Pittsburgh 19, St. Louis 1, San Francisco 5

## **EXECUTIVE SHIFTS IN THE SALES WORLD**

### **Angostura-Wuppermann Corp. . . .**

Joseph Grennan to v-p, sales.

### **Borg-Warner Corp. . . .**

Henry M. Haase to president, York Division.

### **Buell Engineering Co. . . .**

J. A. McBride to president; S. J. Pascual to v-p, sales.

### **Beatrice Foods Co. . . .**

Charles S. Morgan to national accounts sales manager.

### **R. E. Dietz Co. . . .**

Raymond Burrows to sales manager, Hazard and Portable Lighting Division.

### **Four Wheel Drive Auto Co. . . .**

Lloyd L. Pernot to director, sales engineering.

### **Friden Calculating Machine Co., Inc.**

Robert C. Lindgren to sales manager, Systems Division.

### **General Aniline & Film Corp. . . .**

Robert Call to marketing manager, wholesale division, Amateur Products Sales Department.

### **General Electric Co. . . .**

William P. Diesing to manager, marketing, Aircraft Products Department.

### **The Gevaert Company of America, Inc. . . .**

Donald D. Storing to advertising and sales promotion manager.

### **Thomas J. Lipton, Inc. . . .**

W. F. McMahon to general sales manager; O. J. Nickel to general advertising manager.

### **Magnaflux Corp. . . .**

Roy O. Schiebel to newly created 2nd v-p, sales and marketing.

### **Pittsburgh Plate Glass Co. . . .**

John A. Burke, Jr., to sales manager, Suydam Division.

### **Street & Smith Publications, Inc. . . .**

Robert E. Park to v-p.

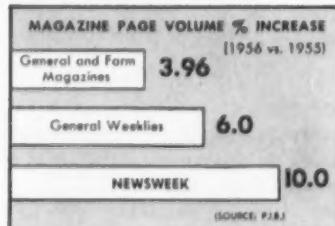
# What happened to

It was a GREAT year for magazines and for NEWSWEEK the BIGGEST year yet...

## *here are the facts:*

Since magazines are the major national advertising print media, the vitality of the magazine field is of primary concern to advertisers.

So Newsweek, the largest gainer among news magazines, is happy to report for magazines-at-large the following facts, figures and conclusions which are of great significance to national advertisers looking ahead into 1957.

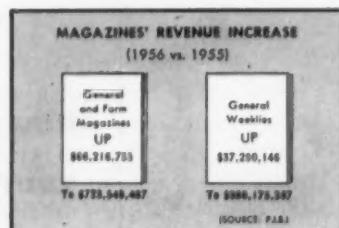


### *Fact 1*

The most positive evidence of what happened to magazines in 1956 is the number of advertising pages which advertisers placed in them.

During 1956 magazines showed a growth of 3.96% in advertising pages over 1955, while the general weeklies went up 6%.

And NEWSWEEK's page increase was even greater . . . and the largest among the newsweeklies.

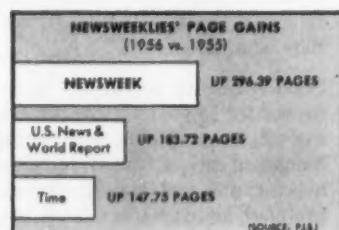


### *Fact 2*

Magazine revenue also increased during 1956.

This means that advertisers have expressed their confidence in magazines as the top national print vehicles for advertising by investing more dollars in them. The chart tells the story.

Significantly, Newsweek has risen in successive years from ninth to eighth to seventh place among all magazines in total advertising revenue, and is now sixth in total advertising pages. Obviously: It pays to advertise in Newsweek.



### *Fact 3*

Some magazine fields, as with other media, are growing faster than others. The newsweeklies, for example, had their best year yet, with three of them in the ranks of the top seven publications in advertising pages.

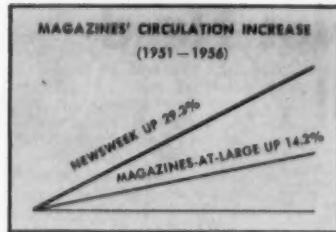
And the leader in page gains among newsweekly

# magazines in 1956?

magazines for 1956 was NEWSWEEK with a gain of 296 pages; Time gained 148 pages; U. S. News & World Report, 184. Significantly, during the second six months of 1956, NEWSWEEK carried more pages than either Time or U. S. News.

Source: P.I.B.

## Fact 4



In spite of competition from other media and from new patterns of living, magazines have increased their circulations substantially.

During the second six months of 1951, for instance, the average combined circulation of all magazines\* per issue checked by Audit Bureau of Circulations was 141.6 million. The latest check, covering the first six months of 1956, reveals the figure to have grown to 161.7 million\*\*... an increase of 14.2%.

Source: Magazine Advertising Bureau

\*Excluding Crowell-Collier and comic magazines.

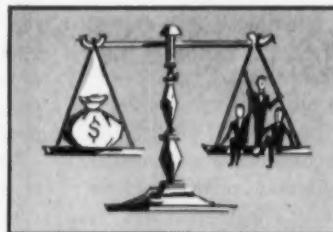
\*\*Excluding the above and Reader's Digest, not checked in 1951.

Newsweek's growth during this same period from 843,000 to 1,090,000\*—was at the rate of 29.3%... better than double the general increase.

\*Publisher's own estimate of average net paid circulation  
July-December 1956.

The Magazine for  
Com·mu·ni·ca·tive People

## Fact 5



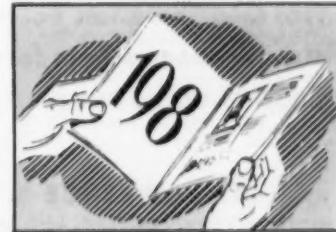
Despite rising costs of practically everything, magazine advertising rates continue to represent outstanding values.

During the period 1945-1956, paper costs rose 89%; general commodities 64.5%; consumer prices 49.7%. Yet the page cost per thousand circulation increased only 36.3%.

Source: Magazine Advertising Bureau

Significantly, an advertising dollar invested in Newsweek buys more circulation in Business, Industry and Government than in any other weekly news or business magazine.

## Fact 6



One good gauge of the worth of a magazine is the number of new advertisers it attracts. Significantly, Newsweek during 1956 added 198 new advertisers.

These companies have come into Newsweek because the facts, figures and the histories of others have convinced them that it pays—handsomely—to advertise in Newsweek.



## Grew Like Topsy

Lawrence Warehouse Co., San Francisco, is a nation-wide field warehouse concern, operating more than 2,500 individual warehouse locations. Field warehousing is a service which makes it possible for businesses with substantial inventories to qualify these stocks for secured bank loans.

The basis of field warehousing is the creation of a branch public warehouse on the premises of a wholesaler, distributor, processor, or manufacturer. This consists of a segregated area, an

entire room, a tank farm, lumberyard, or any other place where inventory is normally stored. Lawrence signs are placed over the entrances to the area, its locks control all doors and exits, and the operations of the unit are supervised by a Lawrence bonded employee, who is usually taken from the personnel of the customer being served—the "depositor" of the goods.

Lawrence has three prime "markets" to which it sells its services:

1. The bank loan officer.

2. The credit manager.

3. The manufacturer, distributor, or wholesaler.

Lawrence operates on a national basis, with 30 branch offices of varying sizes, from the Chicago branch with 10 outside men to the Spokane office in which the manager is a one-man show. Lawrence has about 125 men who are full- and part-time salesmen working out of these branches. The part-time men spend the rest of their time supervising warehouse operations.

## This Firm Thought It Did Not Need A Central Sales Head Until . . .

... it discovered there was no over-all planning because the 30 district managers were forced to give all their time to managing 125 outside men and making sales calls, too.

BY LAWRENCE S. COATES

Executive Vice-President, Lawrence Warehouse Co.\*

What happens when a company decides to create a sales department where none existed before?

What are the gains, the problems, the results?

What goals does management set up as the end product of head-office direction of nation-wide sales efforts?

These, and many other similar questions, I believe are answered by a study of the case history of our company that operated as a nation-wide distributor of field warehousing services for almost 40 years without a formal sales department. Sales were handled by salesmen working at the branch level; direction came from the branch manager, with an occasional assist from management in

the form of policy pronouncements.

In 1950, after studying the first 40 years of Lawrence's history, President Louis A. Benoit concluded that the field warehouse industry was on the verge of great expansion. To appraise Lawrence's place in this pleasant prospect, we conducted an informal survey of our sales methods at the branch level, and discovered several somewhat disturbing factors:

1. Rate structure varied from branch to branch.
2. Sales practices and approaches were not uniform.
3. There was very little communication between various offices on sales matters, sales leads, etc.
4. There was no follow-through from the executive office on sales policies, after the first announcement.

This situation cried for correction, and even though the branch managers and sales force had been doing a capable job of selling, they were working under needless handicaps. These findings sparked the creation of an Executive Office Sales Department, headed by a vice-president in charge of sales and advertising.

The first step taken to give better direction to the firm's selling efforts was to inaugurate a series of sales meetings at major branch offices throughout the country. These meetings were presided over by Benoit. He and I introduced the newly appointed vice-president in charge of sales and advertising, Paul Lorton, a long-time Lawrence employee who had gone the route from warehouse checker to branch manager. A frank discussion of the reasons for setting up an executive sales department was featured at each meeting, and an encouraging number of constructive ideas were expressed by sales and management personnel from the territories visited.

The greatest immediate need, it was agreed by all, was for the formulation of an over-all sales policy. This was done, after drawing heavily upon the recommendations of the branch managers and sales representatives. It

\* San Francisco

# NOW, MISSILES AND ROCKETS OPENS UP THE GREATEST NEW MARKET IN A DECADE

**PURPOSE — TO FILL A SPECIALIZED NEED** The rapid growth of aeronautics demanded an industry type magazine independent and free to develop a strong publishing program. MISSILES AND ROCKETS now serves as a forum for the fast exchange of specialized information and ideas . . . for the scientist, engineer, and the military concerned with jet propulsion and rocketry . . . and with related fields embracing basic and applied research, the steel and aluminum industries, fuels, the chemical and electronics industries. It is a vertical industry magazine . . . unique and alone in its high velocity field.

**MARKET — INDUSTRY'S NEWEST BILLIONAIRE** From an industrial infant representing only a \$21-million business in 1951, the missile and rocket industry has grown to the billion dollar bracket today. In 1955, \$268-million were spent on research and development alone . . . the government anticipates spending "well over \$1.2-billion" for missile procurement in fiscal 1957. The industry's growth future is phenomenal . . . observers see it overtaking the production of manned aircraft in a few years . . . the airforce is putting 20% of its budget into missiles, only 4% a few years ago. By 1958 — 35%. All this adds up to a market with no end in sight . . . with MISSILES AND ROCKETS already covering the field . . . growing with the market.

**CIRCULATION — PAID AND HIGH RATE** MISSILES AND ROCKETS sells by subscription only at \$8.00 a year. By mid-January 8600 paid subscriptions had already been received. Pursuing a policy of rigid subscriber selectivity, this circulation will eventually be entirely paid and audited. Currently orders are coming in at the rate of 200 to 300 per day. During the initial phases the traditional sampling procedure will be followed, maintaining M&R's initial guarantee of 13,001.

#### ANALYSIS OF MISSILES AND ROCKETS CIRCULATION

1. Aviation Manufacturing	
a. Air Frame Missiles, Rockets	3,380
b. Power Plant	2,690
c. Components	4,551
	9,621

2. Research and Development Companies, Consultants	520
3. Oil, Gas and Chemical Mfg.	1,040
4. Metal and Ceramic Mfg.	390
5. Government, including Military	1,300
6. Miscellaneous	130
Minimum Guarantee	13,001

**EDITORIAL — A SEMI-TECHNICAL CONTENT** MISSILES AND ROCKETS is semi-technical in content, for maximum interest and utility to engineer and executive . . . a news and feature publication covering satellite science, missile airframe manufacturing, power plant manufacturing, propulsion systems, propellants (solid and liquid), guidance and control systems, ground handling equipment and astrionics (electronics as applied to aeronautics). Here are some of the key features of the first issue: *Martin's TITAN Project, Navigation by Satellites, Building the First Satellite, Japanese Rocket Research*, and many more . . . plus all the news of people and events in the field.

**THE EDITORS — SPECIALISTS OF HIGH COMPETENCE** The working editorial staff is made up of news and technical specialists, and backed up by the largest editorial task force in aviation . . . the editors of American Aviation, Aviation Daily, our other aviation news services and periodicals. An Editorial Advisory Board has been set up, consisting of the most eminent scientists and authorities in the field.

**ADVERTISER ACCEPTANCE — SPONTANEOUS — AGENCIES, TOO** Advertising acceptance has grown from its record breaking beginning. The industry's leaders are here . . . Aerojet-General, Aveo, Bell, Bendix, Chance-Vought, Convair, Curtiss-Wright, Douglas, Fairchild, Ford Instrument, General Electric, IBM, Lear, Lockheed, Martin, McDonnell, North American, Northrop, Phillips Petroleum, Solar, Vickers, and many others. They represent a complete spectrum of the companies interested in reaching the design, specifying and purchasing people of this vital market via this new, unparalleled vehicle . . . unparalleled in its market coverage, low cost, and its extraordinary effectiveness.

For full details regarding the Missiles and Rockets market for your product, write William H. Pearson, Advertising Director . . .

## MISSILES AND ROCKETS

*Magazine of world aeronautics*

Published by American Aviation Publications, Inc.  
World's largest aviation Publisher

17 E. 48th St., New York, N. Y.

#### News Flashes from the Missiles and Rockets Market . . .

**\$4,440,000** expansion of Navy's Mishawaka, Ind. plant (operated by Bendix) producing Talos missiles approved by Wilson.

**High Altitude Research** Vehicle, "Terrapin", ascends to 422,000 feet (80 miles) carrying instruments and telemetering equipment to probe ionosphere.

**Douglas receives \$4,279,692** contract for air-to-air rockets.

**Report by special IAM committee** sees missile industry advancing at a pace which could overtake production of piloted aircraft in a few years.

**U. S. missile strength** listed by Murphree includes Snark, Navaho, Dart, Petrel, Rascal, Bomarc, Falcon, Sparrow, Nike I, Nike B, Terrier, Talos.

**A F** revealed to have atomic warheads for Falcon . . . observers believe Nike, Terrier, Talos and Hawk can also be fitted.

**Current Navy budget** earmarked \$17.8-million for ordnance rockets and missiles, \$36.6-million for support of guided missile, ballistics missile and rocket development.

**Furnas** predicts next step after Vanguard will be satellite to circumnavigate moon . . . also sees satellites to gather weather data, re-transmit television broadcasts.

**Artificial satellite** to be launched by U. S. in about 2 years will be a 20-inch sphere weighing 21½ lbs. . . . Vanguard, the vehicle which will carry it to its orbit will be 72 feet long with a gross take-off weight of 22,600 pounds.

**Expanding facilities . . .** Douglas Aircraft Co. takes 10-year lease on 61,000 sq. ft. building to provide necessary floor space for expanded missile activity . . . Northrop leases additional 72,000 sq. ft. of space at its Torrance (Calif.) facility to provide more working space at Hawthorne for Snark missile.

**Navy awards \$60-million** missile contract to Raytheon Mfg. Co. of Waltham, Mass. for the production of Sparrow air-to-air missiles.

**\$26-million contract** for continued development of Snark missile given Northrop by USAF . . . to keep the project alive in case an emergency should erupt before Navaho becomes operational.

included the following points:

**1. Adoption of a uniform rate structure.** This was designed to put into effect a standard rate which would be quoted alike by all offices. The policy was expressed in an executive bulletin, and appropriate follow-up procedures (described below) were set up.

**2. Design of a new sales report form.** It called for a statement of rates quoted, as a quick indication of whether or not the salesman was following standard rate policy. This report is in the form of specific questions requiring answers, which can be analyzed and tabulated. In addition to reporting factually, the salesman is encouraged to make general comments about interesting features of the sales call.

**3. Development of a uniform and coordinated sales approach.** This has been brought about gradually by the publication of a monthly sales bulletin, which is primarily an idea exchange for the various branches. For example, one branch discovers that the aluminum industry is a good prospect for Lawrence service. Through the sales bulletin other branches are alerted to the potential, are given sound business reasons why—and other ammunition for a productive sales call.

A careful study is made of every sales report written throughout the system and many excellent sales ideas and leads unearthed are given publicity in the sales bulletins. In this way, sales representatives in Lawrence's New Orleans office know a great deal about and profit from the good sales approaches worked out by men in the Boston office.

**4. Setting up of sales department records.** These consist principally of the number of "first calls," "follow-up calls," and "contracts signed." A "first call" is described as the call during which the prospect first indicates an interest in Lawrence's service. We feel that the number of these important calls made by a salesman indicate his ability to arouse the interest of a prospect in Lawrence's service. These records also enable management to determine a salesman's ability to "close"—based on the relationship of recorded "first calls" to contracts written.

**5. Merging of sales direction and advertising under one head.** Prior to the organization of the sales depart-

ment, brochures, advertising, and direct mail had been handled by an advertising manager who had little or no direct contact with the selling force. Since our advertising in all its forms—magazine, direct mail, brochures, and give-aways—is planned for the specific purpose of creating prospects and opening doors for our salesmen, we felt that there should be a close rapport between the men who are doing the direct selling, and those who plan the public relations approach.

### Publicity Helped

A series of magazine articles on the subject of field warehousing and Secured Distribution written by Lawrence executives was begun, and reprints of these articles merchandised through direct mail and other means. This program was kicked off by an article in the June 15, 1953 issue of *Finance*, "Lawrence Warehouse Continues to Expand," and was given impetus by a Department of Commerce invitation to Benoit to author a Small Business Administration release entitled "How Field Warehouse Concerns Help Small Businesses." The two latest in this program are a full-page article in the *San Francisco Chronicle*, Sept. 5, 1956, on "Lawrence Warehouse Company—Story of an Idea" and an article in *Management Methods*, "Increase Customer Inventories without Credit Risk."

New and more colorful brochures have been produced, with the emphasis on brevity and clarity, to help the sales representative tell the story quickly and more easily. Some give-aways were developed, as conversation starters on first calls. For example, a "match-box calling card," consisting of a sleeve of match boxes with a selling message, with the salesman's calling card information printed on the face of the sleeve. An expensive-looking pigskin pocket secretary, personalized with the recipient's name in gold, was used effectively.

Early in this brief study I posed the question: What are the problems of a change-over in sales policy? Naturally we had some, primarily in adjustments in personal attitudes on the part of able and aggressive men who had become used to a pattern of very little direction from the executive office. In our case I believe there was a minimum of resistance to our new approach, because we had discovered in our initial survey that executive office assistance was needed and desired by our branch managers.

An example of one of these short-lived problems was the rapid adoption

by all branch managers of the uniform rate schedule. There were some in the field who thought these rates could not be sold, and their support was lukewarm when the new schedule was announced. However, when the monthly sales bulletins featured stories of the success of the majority of branches, the rest decided to give the new rates a whirl, and complete conformity was the immediate result.

Too, our insistence on the preparation of complete and factual sales reports, as well as their prompt filing, met with some adverse comment at first, until it became obvious to all that these reports were part of a company effort to provide all our salesmen with important and valuable sales leads, successful sales approaches, and other helpful and necessary data.

Most of the problems we were prepared to meet did not arise, primarily, I feel, because our sales policies were dictated by a desire to supplement, support, and assist the branch managers in their efforts to do a better job. At no time was there any thought on our part of limiting the branch manager's freedom of action in his territory.

### Pay off in Results

Now we come quite naturally to the question: Did the reorganization produce the desired results? Even though the department has been functioning for only four and one-half years, we say, "yes." Here is a summary of gains Lawrence management believes have been realized through creation of an executive sales department:

1. An increase in gross revenue.
2. Better coordination between branch offices.
3. Better entree for company's sales representatives through integrated advertising.
4. More enthusiasm for Lawrence itself on the part of sales representatives.
5. Opening of greater sales horizons.

The End

### COMING SOON

Congressmen frequently do much more than represent their constituents on the floor of the House or Senate. If you need a new contract, a plug for your product, or just a hotel room you'll be interested in reading "How Your Congressman Can Help You" in a forthcoming issue of **SALES MANAGEMENT**.

# EASY WAY TO RUN AN EXCITING, FLEXIBLE INCENTIVE PROGRAM . . . CALL UNITED!



He's a winner... for you!

Whatever you want an incentive program to do for your business, travel is your best incentive "buy." Travel on United is easy, economical, versatile, flexible.

A call to United's Incentive Plans Representative will bring you all this: (1) *Suggestions* on choosing your objective. (2) *Advice* on selecting participants. United's experience can help you avoid costly mistakes at the start. (3) *Guidance* in choosing the right dates for your incentive promotion. On United, you can make your "big payoff" any time. (4) Help in choosing the right incentives.

You'll find United's *complete* campaign planning service helps generate enthusiasm that insures *results*. Because:

United will help you with that important kick-off meeting. Movies, decorations, favors play up the theme of your travel prizes. United, with selected experts in the travel

field, can provide complete campaign planning services.

United Air Lines, with its routes coast to coast, border to border and to Hawaii, and with a variety of V.I.P. individually planned vacations and Perfect Host group travel arrangements, can fill your needs whether your business is large or small, your target *individuals* or *groups*.

United's "Perfect Host" group tours include *all* arrangements—welcome parties, evening cocktail gatherings, all transportation details in the air and on the ground, sightseeing, gratuities. *All* arrangements are styled to compliment *you* as company host. *All* *your* time on the trip can be devoted to your guests.

An added extra—the treat of traveling in luxury on United's "Red Carpet" DC-7s or on comfortable, economical Air Coach Mainliners.

**MAIL THE COUPON NOW** for colorful illustrated booklet, "Air Travel Prizes on United Air Lines." Or call your nearest United office and ask for the Incentive Plans Representative.



**J. J. Dierssen**  
Manager of Incentive Sales  
United Air Lines, Dept. SM-2  
36 S. Wabash Ave., Chicago 3, Ill.

Please send me your illustrated booklet on Incentive Programs that really work—"Air Travel Prizes on United Air Lines."

Name \_\_\_\_\_

Company \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

My position is \_\_\_\_\_





MULTIPLE PACKS for beer have been highly successful since 1947. F. & M. Schaefer Brewing Co. is currently pioneering the use of four-color process illustrations on

beer cartons to tie-in carton with media advertising campaign themes. Brewery has six cartons each carrying two different illustrations from current Schaefer advertising.

## Jack of Many Jobs: The Multiple Package

**The beer people started it. Now the idea is spreading. Case histories of application by F. & M. Schaefer, Miller, Carter Products, National Packing, Wilbert, Thrivo, and Campbell reveals its amazing merchandising potential.**

Salt, chili, dog food, beef stew, chow mein, soup, corn, motor oil, peanuts, shaving cream, fruit juices, furniture polish, cat food, tuna fish, beer, soft drinks, and peanut butter.

One merchandising idea connects all these diverse products: Each is sold in a multiple package.

Sales executives are banding together from two to 12 product units—and successfully converting single sales into volume-producing multiple purchases. The trend is accelerating. Multi-cartons are found in every super market department.

Why use multiple packaging? There are nine basic reasons. Multiple packaging can:

1. Introduce a new product.
2. Act as point-of-purchase advertising.
3. Change consumer ideas about a product.
4. Stimulate more mass display.
5. Take the place of print advertising.
6. Tie in with an established advertising campaign.
7. Improve relations with wholesalers.
8. Save price marking and stocking time for retailers.
9. Sell more of an already popular product.

All these concepts are relatively new to merchandising. Multiple pack-

aging itself is 10 years old. Although started before World War II, its potential was not realized until after V-J Day. Four brewers—Schlitz, Pabst, Budweiser and Schmidt—pioneered the multi-carton. Each used a closed box with six cans. Packages were plain, little more than small shipping cases.

In 1947 the idea revived. Ballantine came out with a three-pack, designed for merchandising. Several brewers joined in. By the next year the beer six-pack reappeared.

Since then multiple packages for beer and soft drinks have been standard. Proved in the beverage fields, multi-unit cartons continue to offer new advantages to sales managers moving virtually any mass-distributed consumer product.

And merchandising men recognize this by their increased demand for packaging design. Henry G. Van der Eb, eastern division general manager for Container Corporation of America, says demand for packaging design



The varied uses of multiple packages are illustrated, in part, with these five cartons. Each is designed to sell more, but each makes a special additional use of the carton.

a. H. J. Heinz makes a special introductory offer on the three-can package of its new product, Campside Beans. One free can with purchase of two.

b. Thrivo uses its three-can dogfood package as an advertising medium. It offers a catalog of dog items, which can be acquired with labels.

c. National Packing's new cat food is packed three-cans to the package to make sure housewife will give pet chance to get used to new odorless product made from fish.

d. Rise shaving cream, Carter Products, comes in three- and six-can packs so retailer can conveniently order less than full case. Consumer is not asked to make multiple purchase.

e. Campbell's new frozen soups are in two-can packages to help sell new soup idea. Carton is also used to make special offer.

## What Multiple Packages Can Do

When multiple packages of canned corn are displayed in retail stores—along with single cans—sales increase.

This is one conclusion of an eight-week multiple-packaging test recently completed as a joint effort by Container Corporation of America, American Stores and National Canners Association.

When three-can and six-can multiple packages of corn were displayed with single cans in selected Acme super markets in Philadelphia, sales increased 27% for the three-can packs and 31% for the six-packs—compared to normal sales with single cans alone.

This multiple-packaging test, first of its kind, is being followed by experiments with other products, among them soup, canned milk, tuna, cranberry sauce and applesauce.

Specific sales results: 1. Multiple packages, at this stage of development, are most effective when displayed with single cans. In the stores where Can Bands were stocked alone, nearly 30% (29.8) of sales came from broken cartons. Customers, not wanting the entire package, had taken out single cans.

2. When three-packs and six-packs were displayed along with loose cans, sales were significantly higher than sales of loose cans alone.

3. When four-packs and six-packs were merchandised, without loose cans, sales from intact cartons were less than loose cans alone.

Techniques of experiment: Tests used eight Acme super markets as lab for eight weeks. Test cans were packaged in Can Bands, designed for experiment by Container Corp.

No price advantages were offered. (A six-can carton cost exactly six times the price of a single can.) There was no consumer publicity or advertising given the experiment. Retail customers had no way of knowing the experiment was taking place. It was a pure test of multiple packaging's selling ability.

Comment on conclusions: William L. Dempsey, Jr., market development manager, Container Corporation of America, says:

"1. Multiple packaging will increase in popularity in coming years. Owing to the swing to suburban living, most families have more storage space. So it seems logical to buy more at a time, and to make only one trip to market each week.

"2. Although these results are quite interesting, it points up how much more research we need on multiple packaging.

"In future tests, already begun, we'll be looking into multiple packaging's effect on shelf stacking, time saved in price marking, time saved in checkouts. We'll test different sizes of cans. We'll concentrate on controlled testing of price differential's effect on sales—something we stayed away from in the first tests.

"3. A sales executive should not necessarily expect to increase sales of his product 27% in three-packs—as the canned corn did. He might increase sales more, maybe less. It depends on the product. We know this much: multiple packaging increases sales. Just how much depends on many variables.

"4. Here's a good rule for merchandising executives: Educate the public gradually. Start the shopper out on a multiple-unit package which contains one more can than she's accustomed to buying.

"5. Sales managers ask us: Does multiple packaging 'collect' sales? Do people buy now and then fail to buy later? We don't think so. We believe that multiple packaging produces new sales, new dollars. Our research shows increased consumption per capita in addition to new sales to new consumers.

"One reason for new sales is multiple packaging's built-in self-promotion feature. Because of the posterboard effect, the consumer gets a continual point-of-purchase impact.

"This promotion is automatic—if the grocer stocks the product, he puts up that display. You need not worry about getting your point-of-purchase material used. It has to be used."

has increased 30 times in 10 years.

"In 1945 we had 342 design problems presented to us," he says. "In 1956 we had approximately 10,000. In 1945 we conferred about new packaging with 453 business people above purchasing level. Last year we met with more than 5,000 of these executives."

Van der Eb traces much of this increase to Container Corporation's position as a supplier of multiple packages. Another stimulator is the seemingly endless cavalcade of uses for multiple packages. New ones turn up daily. As a sample Van der Eb points to seven companies now merchandising with multi-cartons. Each illustrates a different approach.

### 1. Deep tie-in with advertising.

Although pioneers in multiple packaging, brewers are still finding new ways to use it. First in its industry to coordinate process color advertising art with package design was the F. & M. Schaefer Brewing Co., New York, N. Y.

Schaefer's six-unit Can Band is now merchandising beer in 80,000 retail outlets throughout 14 eastern states. Each carton has two four-color illustrations—one on each side. And there are 12 varieties of illustration, making six different cartons in all.

Identical illustrations also appear on car cards, in newspapers, on TV. Every time a customer sees the package, he is reminded of the advertising—and vice versa.

"These coordinated illustrations show scenes of enjoyment," says John Nemesh, Schaefer advertising manager. "We want the customer to visualize himself enjoying beer in a situation he knows. We believe this sells a lot of beer.

"Impulse buying accounts for 53% of all beer sales. To spur this, it's vital to establish a solid tie-in between advertising and the package at point-of-purchase."

**2. Standard method of merchandising.** Although it started with a trial multiple package eight years ago, Miller Brewing Co. now uses it as an over-all merchandising concept.

Miller believes in packaged beer—95% of all High Life sales come from cans or bottles. This is one of the highest packaged sale figures in the industry. It reflects the enormous shift in beer sales since 1934, when only about 25% of sales came from packaged beer.

J. G. Purtell, Miller's acting general sales manager, says the company

# Metropolitan San Jose Leads All California With Gains of \$11,541,000 In Retail Sales!

**Los Angeles . . .**  
lost \$18,933,000

**San Francisco . . .**  
lost \$2,361,000

**Oakland . . .**  
lost \$6,308,000

**San Diego . . .**  
gained \$5,733,000

*but* **Metropolitan San Jose**  
(Santa Clara County)

**Gained \$11,541,000!**

Source: State Board of Equalization  
Taxable Retail Sales Second Quarter 1956

**SAN JOSE**

**Mercury AND News**

MEMBER OF THE METRO SUNDAY COMICS NETWORK  
REPRESENTED NATIONALLY BY RIDDER-JOHNS, INC

*Heart of California's Second Gold Rush!*

studied packaging thoroughly before coming out with a multiple carton. Some modifications have been made since, but it's essentially the same package.

"We're keeping it," Purtell says. "Our carton is worth its weight in gold to us."

**3. Aid to wholesalers.** Without involving the consumer at all, multiple packaging can help get your product from manufacturer to retailer. A shipping sleeve used by Carter Products' Rise shaving cream is a good

example of this sort of thing.

This carton helps wholesalers service retailers who do not want an entire case of Rise—but do want three or six cans at a time.

To service such an order, a distributor merely lifts the six-pack out of the corrugated case and sends it to the druggist or grocer. If the retailer wants only three cans, the perforations in the sleeve allow a three-pack to be torn off.

At the same time, holes in the sleeve offer an opportunity for rapid price marking.

The old system, according to William L. Dempsey, marketing development manager, Container Corp., packed each can of Rise separately in cases—with corrugated dividers in between. When reshipped to stores, these cans had to be repacked.

#### 4. Introducing a new product.

A multiple-unit carton is effective in introducing a new product—particularly if you want to sell a new idea to the consumer.

National Packing Corp., Boston, did this. Faced with the problem of introducing a new cat food, National was concerned about its basic change. The new food did not smell like fish (although it was). The old product did smell like fish.

By pretesting the product on cats, National found that cats liked it—but not always at first. Sometimes it took a few servings to win them over.

The problem: to get enough cat food in each house so the cat would learn to like it.

For this job, William Cavanaugh, National sales manager, chose a three-can multiple package.

"This multiple package put over the idea," Cavanaugh says. "In our business we have a tricky problem—pleasing two consumers: the cat and the housewife."

National knew, of course, that the no-odor food would get good acceptance among women buyers. But if the cat didn't eat the first serving—the housewife might get discouraged.

"By putting three cans in each home, we pleased both," Cavanaugh notes.

National uses its multiple package for year-long promotions throughout its eastern marketing areas. Cavanaugh says the carton gets excellent acceptance from retailers who find it easy to pricemark. But he believes the Can Band's strongest asset is in getting a new product into the home—and keeping it there long enough to be accepted.

#### 5. Flexible premium change.

When you sell in a competitive industry and need a constantly changing premium offer, make changes on your multiple package—and keep cans standard.

John Dolan, vice-president, Wilbert Products, Inc., New York, looks at marketing that way when he talks about Dot cleanser.

"We sell cleanser in three-can packs with a price break and a premium offer," he says. "But we must continually change our premium offer—to generate new interest. When our inquiries drop below 1% or

## #6 OF A SERIES

*(The truth about this market is stranger than fiction)*

### IT'S A fact:

that many four-or-five-year-old motels are considered antiquated.

### IT'S A fact:

that the outstanding series of articles on up-grading (which TOURIST COURT JOURNAL has run in each issue for the past 4 years) has shown many court owners and managers how to compete successfully with new courts.

### When you talk to the American Motel Market, put it in the Journal

For 20 years TOURIST COURT JOURNAL has been the pioneer, the leader, the acknowledged spokesman of the tourist court-motel industry. Result? It is the fountainhead of authentic information on this \$5-billion market. Want fresh facts and figures? Then send for INSIDE INFORMATION. It covers *everything* that goes into the construction, furnishing and operation of motels. What's more, it proves beyond question that TOURIST COURT JOURNAL is your "best seller" in reaching this phenomenal market. Simply write Lee Hainline, Advertising Director, Tourist Court Journal, Temple, Texas, and say: "I want INSIDE INFORMATION." It's yours for the asking!



TOURIST COURT JOURNAL • Temple, Texas

2%—which is good in our business—we get a new prize."

Dolan says Dot is now pushing a silk stocking offer, having just finished with a pot holder apron premium. For the apron the customer must send 50 cents and two can tops.

Dot, sold in a three-can multiple carton throughout 15 eastern and midwestern states, keeps a one-cent sale on—somewhere—all the time.

"Every time we set up multiple packaging in a marketing area, our sales at least double," says Dolan. "We also find that grocers give our multi-carton better shelf space than single cans."

In changing his premium offer, Dolan merely orders a new press run of Can Bands with new copy and illustration. Cans remain standard.

Each premium offer pulls well for about three months. Like most premium users, Dot operates its prize plan not for profit—merely to be self-liquidating.

**6. Package as advertising medium.** Sometimes you can eliminate print advertising—and use the carton as an advertising medium, according to Thrivo, Inc., Philadelphia, processor of dog food.

Thrivo promotes its product with a premium catalog—called a Dogatalogue. By interesting the customer in these dog-oriented prizes won with



DO-IT-YOURSELF display kits are now being distributed to First Army recruiting offices. Die-cuts, colored corrugated squares and suggestions go along with kits, but recruiting personnel are encouraged to use originality, imagination.

# everybody



## PROFITS FROM Pre-Planned MOVING



### YOUR SALES MANAGER

... gets his men to their new territories on schedule. There's little time lost from the job.



### YOUR TRAFFIC MANAGER

... doesn't have to bother with checking, scheduling, tracing shipments. United Pre-Plans all the details, follows through all the way.



### TRANSFERRED PEOPLE AND THEIR FAMILIES

Families relocating are pressed for time. And Pre-Planned Moving relieves them of pressure, strain, worry. United Master Movers take over completely . . . "settle the family down" at destination.



*go safer . . . go sanitised . . . go United*

**United VAN LINES, INC.**

UNITED VAN LINES (CANADA) LTD.

can labels, Thrivo insures loyalty.

"But," says Louis Rosenberg, Thrivo president, "we must keep advertising the Dogalogue—to build new customers. Until recently Thrivo advertised in newspapers. But we decided to do our advertising right on the carton."

On the new Can Band Thrivo invites consumers to write for free copies. Rosenberg says this has increased his catalog inquiries two to one over print advertising results.

Thrivo keeps a year-round promotion going in multiple packaging.

#### 7. New product for old line.

Soup needs no introduction to the American housewife. But selling a new variety of frozen soup—that was different.

And the difference called for multiple packaging, Campbell Soup planners felt: Frozen-soup refrigerated cases are often small and crowded; not enough display is given single cans to introduce the new cream of potato soup.

By using a two-can multiple package, Campbell made the consumer cream of potato conscious. And by

advertising a free can offer on the carton, two other kinds of frozen soup were popularized, too. (Customers sent in can tops to get a free can of pea or shrimp soup.)

"We needed the carton's point-of-purchase poster board effect for this introduction," Campbell says.

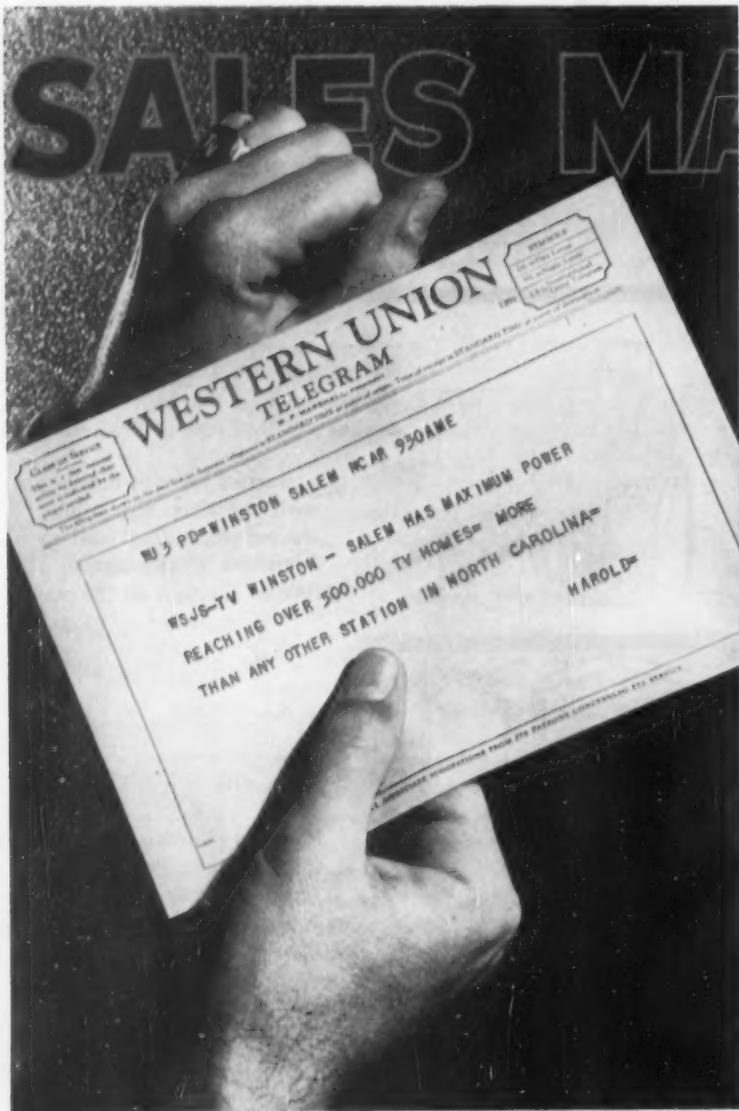
Using much the same reasoning, H. J. Heinz used multiple packaging to introduce its newest entry, Campside Beans, now appearing on grocery shelves. Heinz executives said they chose a three-unit Can Band after seeing results of the recent National Canners Association tests. (See page 54.)

The multi-carton, according to B. D. Graham, Heinz marketing vice-president, was part of "the largest introduction in our history." Concurrent with the product's appearance, consumer advertising broke in 136 metropolitan papers in 102 markets.

During the introduction, the carton of three 16-ounce cans sold for 42 to 46 cents for two cans—with the free can thrown in. After introduction, cans sold for 21 to 23 cents.

In order to get on the market quickly, Heinz leased five Can Band Loader machines from Container Corporation. These special machines load cans into the three-pack cartons.

Multiple packaging is here to stay. No longer a mere carrier, the multi-carton is now a merchandising workhorse. And packaging experts feel that new uses for this jack-of-all-sales will continue to turn up. **The End**



**WSJS-TV**

channel 12

CALL HEADLEY-REED, REP.

**WINSTON-SALEM**



NBC for  
WINSTON-SALEM  
GREENSBORO  
HIGH POINT  
AFFILIATE

#### COMING SOON

"What to Do . . . How to Do It . . . When You Take a Big Idea to Top Management"

Selling "The Brass" on a program of action, a bigger budget or a change of policy is far from easy. This article will tell you how to organize your case, anticipate objections, support your claims and "make the sale."

"Smell—The Newest Selling Dimension"

A provocative article on the art of getting attention with a scent.

**SALES MANAGEMENT**

**SALES MANAGEMENT**

New full-page,  
full-color magazine  
campaign features  
Reynolds Wrap  
and the  
Reynolds Wrap  
Aluminum Packaging  
Seal

Together they'll  
put more sales  
power behind  
more packaged  
food brands in

1957



QUALITY  
PROTECTED WITH  
REYNOLDS WRAP  
ALUMINUM  
PACKAGING

First ad of the new series appears in LIFE magazine  
February 25... featuring a Reynolds Wrap recipe and a  
parallel packaging use in almost equal proportion.

Each works for the other... the overwhelmingly popular  
Reynolds Wrap, and the best known mark of protected quality in  
packaged goods. It's double-barreled selling!

With this advertising and weekly TV and point-of-sale  
display and more and more actual packages carrying the Seal  
across the nation's check-out counters... the number of Seal  
impressions is climbing rapidly toward 12 billion!

Put this sales power to work for you. Call any Reynolds Sales Office  
(all principal cities). Or write to **Reynolds Metals Company**,  
General Sales Office, Louisville 1, Ky.

See "Circus Boy", Reynolds dramatic adventure series, Sundays, NBC-TV Network.

# Emergency, Hustle, 'Phone Turn Rolled Steel Into Big Small Business

*"When you're looking for new techniques, keep your eye on the fellow who's small and coming up the ladder. He's got nothing to lose but his shirt, and he'll try anything. The big outfits don't want to gamble. They know how to make money doing it the ordinary way."*

*Roger H. Corbetta,*

President, Corbetta Construction Co.  
in "Business Week" Dec. 29, 1956.



When a SALES MANAGEMENT reporter visited Rolled Steel Corporation's big warehouse operation in Skokie, Ill., three years ago, he dug up an intriguing story of how a young war veteran had, in little more than six years, parlayed an idea into a \$6 million business by jobbing rolled steel sheets to manufacturers — entirely by long distance telephone.

Then Seymour Waldman and his five salesmen were billed about \$6,000 a month by the telephone company. Today his staff of 15 salesmen in Skokie and three in Houston spend about \$10,000 per month in tolls — but business has increased by \$3 million dollars annually.

Waldman has dropped the former company name, "Emergency Steel Service Corp.," because there is no longer an emergency in the steel supply industry. He also has dropped a good many outdated ideas and added new concepts of what a successful telephone salesman should be.

New concepts, new equipment and

a brand new building bring Waldman's growing firm into what he believes will be a bright 1957 for all businesses.

The new plant, completed late last fall, occupies approximately 56,000 square feet of suburban real estate, with 6,000 of those square feet devoted to sales and office space. The office area has a tri-level arrangement. The 32' x 74' sales office accommodates the desks of 15 company salesmen who face a 10-foot-high chalk board which is on three walls and is 122 feet long. The sales room looks like a stock brokerage office. Boys on ladders constantly receive information about steel purchased and sold by the company, and make appropriate entries on the green "blackboard." This board is the largest ever made by its manufacturer.

Glass-walled executive offices are located approximately five feet above the sales office and the board. Executives can look out the other side to see the entire plant operation. On a level one floor below the executive offices

and a half floor below the sales office is the clerical department.

Skokie, while it has many manufacturing facilities located on the prairie land at its western edge, nonetheless prides itself on fine homes and housing projects. When Waldman's neighbors heard a "steel company" was building near them, they protested. It took some convincing to show them that Rolled Steel was a "clean" operation. Waldman knew he had to build the most attractive plant in the area.

The front wall of the building is constructed of blue glazed brick to provide a handsome exterior in keeping with the neighborhood. This type of glazed brick was designed originally for use in General Motors' Research Center near Detroit. Its use at Rolled Steel is a first in the Chicago area.

Along with the new plant, other innovations:

1. Participation in trade shows and conventions so that Rolled Steel's

# 1956 progress report

Just 12 months ago, we announced 1955 as a record year for Grit, the only national weekly dedicated to the needs of people in true small towns remote from major cities. We also dared a prediction that 1956 would again set circulation and advertising records.

The prediction, we are happy to report, has come true.

During 1956, national advertisers invested 16.2% more in Grit than ever before. And Grit circulation again reached an all-time high. In 1955 it passed 800,000 ABC average net paid. Now it's more than 30,000 above that record.

It may be of value to the advertising community to review some of the reasons for this continuing success.

**First, Grit has always had editorial stability.** In all its 74 years, its basic appeals to small-town families have never altered. Improvement and modernization have been both steady and costly. But they have always been gradual. Grit has changed only to meet changes in small-town interests and reading tastes.

**Second, Grit readers pay their own freight . . . advertisers don't do it for them.** A huge 90.15% of Grit circulation represents single-copy sales at 10¢—solid cash votes of confidence re-

peated 52 times a year. Subscriptions at \$3.50 a year account for 9.85% of circulation. There are no cut rates or special incentives. Small-town people read Grit because it fills a need for them . . . because they like it.

**Third, the important fact that, year after year, Grit makes a good profit.** There has never been need for circulation inflation or compromise with good business practices. Grit succeeds because it offers solid value to both readers and advertisers.

All of which makes us happy at our continued progress. More and more small-town readers are finding that Grit meets their family needs for news, pleasure and shopping guidance. More and more advertisers are becoming aware of the under-exploited market covered by Grit.

And because our growth is as solid and consistent as it is gradual, our best years would seem to lie ahead.

*George L. Lamade*  
President

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle and Hawley in Los Angeles and San Francisco



salesmen can get off the telephone and *see* people. Exhibits feature a simple contest: participants are invited to guess the thickness (gauge) of a sheet of steel and put their entries in a box.

2. Rental of a small airplane. Salesmen now fly into their territories and make four or five good will calls, to supplement their telephone calls.

"When the market was short," Waldman observes, "these trips were not necessary because purchasing agents were glad to get steel by any

means. Today we've found the p.a. prefers 'phone selling if he has met the man at the other end of the telephone. On correspondence we've stuck to the picture stamp of the man signing the letter."

3. Installation of three IBM machines—a sorter, a key punch and an accounting machine which is used for addressing. Waldman explains: "When a customer sends in an inquiry for steel or when we sell steel to him, a punch card is created designating which requirement is needed,

and if that customer has more than one requirement. There is a separate punch card for each requirement. Thus we're building up a 'library' to classify the requirements of 24,000 customers.

"When a product becomes available, a system is set up to select those customers who can use that product. Then we put the cards in the accounting-addressing machine and address mailing pieces to these customers. We then give the cards to the salesmen for telephone calls. This system will require several more years to complete, but it will be the best systemized knowledge of customers in the country. And we can keep it up to date."

Through the use of these cards and regular routine, the salesmen put in two-25 calls per day in their respective territories. Each man keeps a record of calls and their results, which the clerical office checks against cost.

4. Development of galvanized steel sales as a specialty. "Galvanized now constitutes 50% of what we sell," Waldman says. "Since the steel industry has developed a new process of galvanizing, a 'continuous process,' and it can now be spun, new uses are being found for it in the automotive industry, washing machines and others, thus expanding the market."

5. Installation of a new Multilith outfit, with which Rolled Steel makes its own mailing pieces.

6. A pneumatic tube system which carries orders from the office to the plant's dispatching station near the shipping docks.

7. Opening of a warehouse in Houston, a year ago to improve service in the Southwest. The Skokie office is in direct communication with the Houston plant by means of a teletypewriter.

8. Installation by Bell Telephone of an automatic substation costing \$40,000 in the plant, the newest installation in Chicago. A man from the telephone company stops in every day to check the equipment. The substation is designed to carry 200 lines, and Rolled Steel users can dial long distance without going through the operator, or they can dial direct anyone in the building.

9. Installation of piped-in music throughout the offices and plant, so that all employees now have "musical therapy."

10. The leasing of five trucks for city use and six for the run between Chicago and Houston. The rest of the shipping is handled by railroad or common carrier.

11. In the warehouse workers are

## NOW! SALES INSURANCE AVAILABLE!

If you sell via Industrial Distributors, here is a low-cost way to keep your company and your products vividly identified in the minds of each of your distributor salesmen... on every call they make. It costs so little to insure your identity—via INDUSTRIAL DISTRIBUTION—you can't afford not to do it.

NO. OF DISTRIBUTORS	NO. OF SALESMEN	CALLS PER MONTH	COST PER MAN PER MONTH	COST PER CALL PER MONTH	MONTHLY COST PER M CALLS
100	600 <sup>x</sup>	72,000 <sup>y</sup>	\$.58 <sup>x</sup>	\$.0048	\$4.80
125	750	90,000	.466	.0039	3.90
150	900	108,000	.388	.0032	3.20
200	1200	144,000	.292	.0024	2.40
300	1800	216,000	.195	.0016	1.60

<sup>x</sup> 6 salesmen, average per distributor

<sup>y</sup> 6 calls per day, average—20 days per month, 720 calls per distributor

<sup>z</sup> all costs based on 1 page 12x rate

Write for your personal  
copy of new booklet . . .

"INDUSTRIAL  
DISTRIBUTORS"

LOW COST SALES INSURANCE via . . .

**Industrial  
Distribution**

A McGraw-Hill Publication (ABC-ABP)  
330 W. 42nd St., New York 36, N. Y.

now able to classify steel in bays according to gauge. The old system kept a crew stock-picking. When an order comes through the tube for "24 gauge" the men go right to "Bay 50" knowing that nothing else is stacked there but 24 gauge sheets. Also, in the new plant, the receiving department is at one end, shipping at the other, for "better quality control."

What about Waldman's change in viewpoint as to what constitutes a good salesman?

The sales force is made up of extroverts "but," says Waldman, "I have modified my feelings to believe there's a place for other types. It really doesn't matter what a man is—introvert or extrovert—just so he is willing to work, is interested and ambitious.

"A selling background is not even necessary," Waldman adds, "but we look for a fairly cultured man with a good telephone manner. It usually takes, by the way, from 30 to 60 days for a new salesman to learn products and the general needs of his customers."

He also has found that different types of salesmen appeal to different types of purchasing agents. "When steel was short," he says, "extrovert salesmen could create enthusiasm over the 'phone to make the customer purchase right then! Now an extrovert may antagonize the purchasing agent. In today's market the quiet, soft-spoken salesman gets along better and develops more loyal accounts."

Waldman cites the case of one salesman who has been with him for five years. He has a quiet, friendly approach, and "once didn't make out so well. Now he is one of our top men. This type of salesman gets more incoming calls than the extroverts."

The End

**FLORENCE**  
the  
milky  
way  
market



WBTW  
8 Tele

FEBRUARY 1, 1957



## There need be no "neglected market centers"

### IF YOU GET ACB RESEARCH SERVICES

Daily newspapers are published in 1,393 market centers and ACB reads every advertisement published in them.

The U.S. is big. The cities widely scattered. The ads of merchants featuring your brand and/or competitive brands are hidden from you unless you receive an ACB Report.

The usual ACB Report is about the size of a schoolboy's tablet. You can highspot it in a few minutes. When studied by salesmen, salesmanagers, advertising departments and agency-men, it reveals a world of potent indications for increased sales. Here are 3 out of 14 ACB Services.

### RETAIL STORE REPORTS



Provide accurate check-up of dealer tie-in advertising covering your own or competitive accounts. A widely-used service for determining sales policy and directing salesmen's efforts. Reports can

show lineage; cost of space; city; publication; sales territory; dealer name; product and price advertised; mats used; totals and percentages. ACB Reports are better than 95% accurate.



### TEAR-SHEET SERVICE

Tear sheets are the basis of all research in newspaper advertising. ACB can furnish tear sheets containing advertising of any specified

dealer or national advertising. ACB tear sheets are complete pages and show position, full headline information, etc.



### UNDUPLICATED COPY SERVICE

Keeps you posted on new sales ideas, copy themes, premiums, new advertisers, etc. You specify the kind of advertising you wish

to see if, as, and when it appears. ACB will "spot" it and send you tear sheets. Covers all dailies in the U.S.

**ADDITIONAL** 11 additional services are available. Described in ACB Catalog sent free  
**SERVICES:** on request, or contact nearest ACB office.



**The Advertising Checking Bureau, Inc.**

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15)  
20 South Third St. • Memphis (2) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER

## Persuasive Packaging

### New from Lassiter

#### Reduced packaging costs for Scripto

... with this new Lassiter cellophane package. Processed on fully automatic machinery,



which speeds production, cuts expense of packing refills. Original Scripto paper envelope was hand filled, hand stamped, folded and sealed — a costly operation.

#### Promotional package spurs multiple sales

Life Savers' 1956 Halloween package features a big, bright-orange Jack-O-Lantern. The



design is the third developed by Lassiter for Life Savers' annual Halloween promotion. The cellophane over-wrap, printed in three colors by flexographic process, is used over the standard 20-roll Life Savers carton. It encourages full-carton sales, can readily be discarded by the retailer after Halloween. Attractive tie-in displays can be set up in retailer's window or on the counter.

#### Samples build customer demand

Getting consumers to try your product is a major step in building brand acceptance.



Sampling is particularly effective if your sample package creates acceptance for — and recognition of — your regular-size package. A good example is this sample package, produced by Lassiter for Burry's Gauchos sandwich cookies.



Best results when user  
and package manufacturer  
merge skills into  
packaging task force

#### Lassiter merchandising skill opens important outlets



In almost every field of retailing, less than 25 per cent of the outlets account for more than 75 per cent of sales.

Chains and other large-volume merchants, who comprise the major and most profitable part of your market, are the buyers most conscious of packaging.

Highly successful packages developed and made by Lassiter have increased sales of many kinds of products — food and non-food — through these key retail units.

We should be able to make some constructive suggestions about yours.

Send for these: Lassiter Package Evaluator for rating your own package; samples of Lassiter-designed bags pertinent to your business.

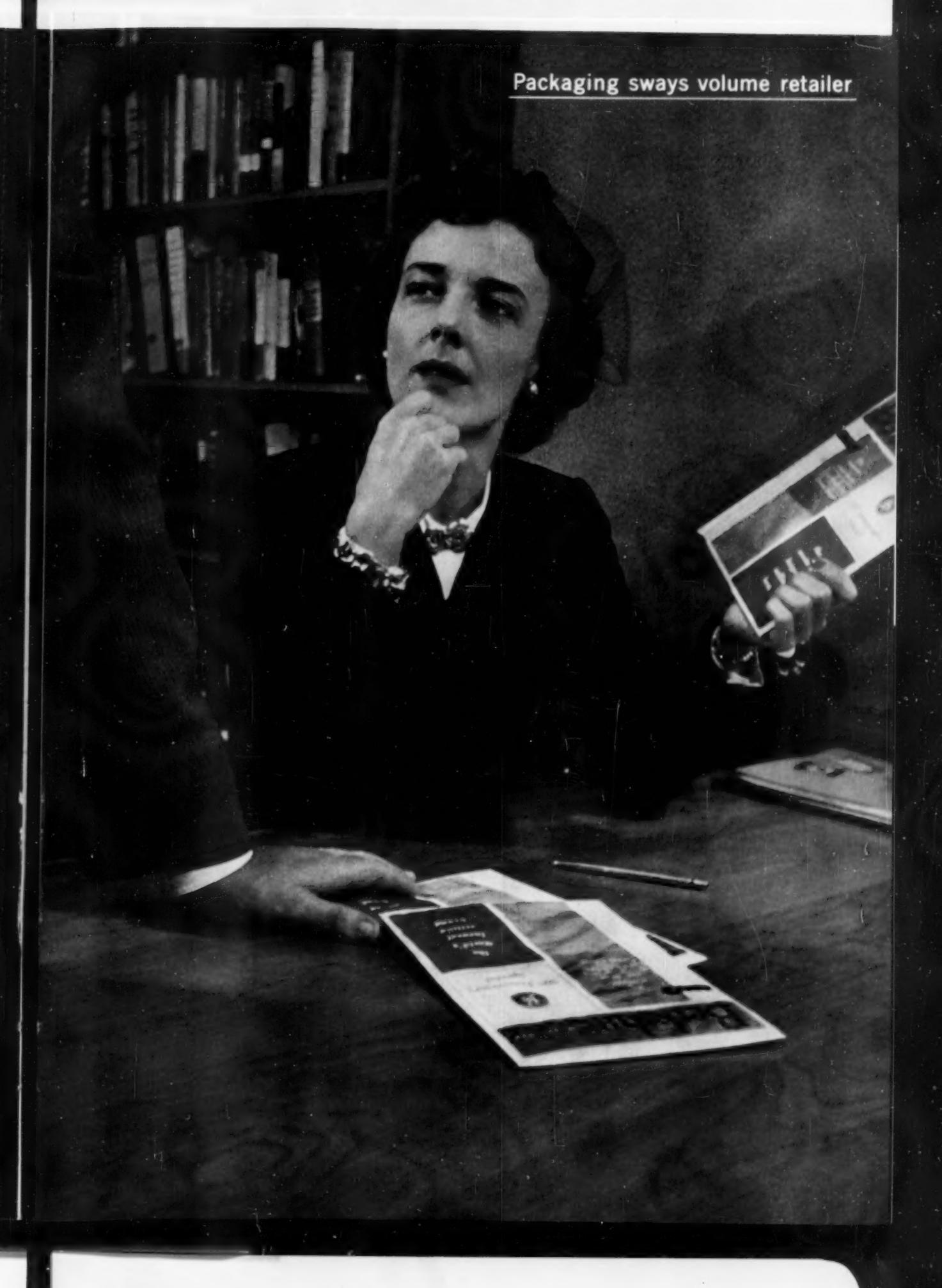
**LASSITER**  
CORPORATION  
350 FIFTH AVENUE • NEW YORK 1, N.Y.



Atlanta, Ga. • Chicago, Ill. • Cheltenham, Pa. • Greensboro, N.C.  
Charlotte, N.C. • Danville, Va.

Designers and Manufacturers of Packaging in:  
Cellophane • Polyethylene • Acetate • Paperboard  
Mylar • Foil • Laminations • Vitafilm • Paper

Packaging sways volume retailer



# The Post-Gazette set many new all-time advertising records in 1956

## **RETAIL ADVERTISING**

The Post-Gazette scored the only all-time high in retail advertising—the fifth in the past six years! With 26% more lineage than just five years ago, The P-G led the daily Sun-Telegraph by 949,650 lines.

## **DEPARTMENT STORE ADVERTISING**

Here, too, the P-G scored the only all-time high among Pittsburgh dailies; the only gain over '55, too. Up 14% over 1951, the P-G moved ahead of the Sun-Telegraph by 235,111 lines.

## **GENERAL ADVERTISING**

Another all-time high! . . . 16% ahead of the previous record high! With a gain of 552,717 lines over 1955, the Post-Gazette moved even further ahead of the Sun-Telegraph; carried 34% more in '56.

## **CLASSIFIED ADVERTISING**

"The People's Market Place," too, saw an all-time high in the Post-Gazette. It was a gain of 149,774 lines over 1955—the previous all-time high. The Post-Gazette led the daily Sun-Telegraph by 59 per cent.

## **TOTAL ADVERTISING**

They all add up to an all-time high in Total Advertising! The fifth in the past six years. 1956 was 1,125,757 lines ahead of 1955—the previous record high—and 2,925,496 ahead of the Sun-Telegraph.

*Something HAS Happened in Pittsburgh!*

## **Pittsburgh Post-Gazette**

Represented Nationally by Moloney, Regan & Schmitt





## Home Movie "Oscars": Contracts in Millions

Shutterbug construction executive and aides add "show-how" to "know-how" to sell prospects on new buildings.

"At Lily-Tulip Cup Corp. we have long recognized that our Los Angeles Division was outgrowing its facilities," observes Fen K. Doscher, sales administration vice-president. But decision to let the contract for a mammoth new West Coast distribution center was reached in short order in the past few weeks. The medium that brought Lily and Kretzer Construction Co. together and provided an anvil for hammering out construction details was a series of "home movies" taken by the latter's president and job foremen "completely without Hollywood skills."

"We use 16-mm color film, but no expensive, artificial situations are built up to get points across," says "shutterbug" William Kretzer. "All our foremen are equipped with Bolex cameras for filming complete progress reports with emphasis on unusual details. But there is a minimum of 'hold that pose' and no time is wasted climbing to a high vantage point or striving for special effects."

Shots relating to a proposed building can be shown in a prospect's office. Kretzer has even taken his Bell & Howell projection equipment to Addis Ababa for consultation with the Emperor of Ethiopia on rural reconstruction projects.

For high-level decisions Kretzer likes to invite clients' executives to conferences in his home at Kings Point, N. Y. There he has a 75-seat private auditorium with two projectors for continuous performance.

In editing and indexing his still growing 150,000-foot film library, this practical hobbyist has evolved four "show-how" rules for conveying our firm's know-how."

### 1. Pinpoint the audience.

Proud though the president is of his firm's construction innovations in picturesque Turkey and Israel, he takes pains never to force his own interests on others. When the \$2,500,000 con-

tract was at stake for the new Abraham & Straus branch in Long Island's Great South Bay Center, he showed developer Gilbert Tilles every phase of construction at competitor Alexander's multi-deck, drive-in store in nearby White Plains, N. Y. On the other hand, he has shown a Canadian film in Jerusalem when it served the purpose, which brings the president to his next point:

**2. Timely content.** When Kretzer offers his company's services to top executives, he could seek to impress them with scenes of their counterparts, for example, in U. S. Rubber Co., Hiram Walker, Inc., or General Shoe Corp. holding ribbon-cutting ceremonies at other Kretzer-built distribution centers. But he finds it more productive for his viewers to see something they can put into effect immediately.

Initially he prefers to show a president how presidents of other corporations select a location. He depicts such problems as attaining adequate access without the congestion of a major thoroughfare. From this he may proceed to one other immediately practical topic, economy. Where a session with his board or finance committee is pending, a president can be armed with close-ups of construction economies and cost cuts in distribution and office work achieved by scientific layout.

**3. Brevity.** The absence of a sound track gives Kretzer great flexibility in his use of films. When his audience is drawn from a company's engineering department, it may be shown the same pictures seen by top management but there is no need for construction specialists to sit through a commentary on stepped-up distribution. Heavy equipment shown rolling right into a building means shorter shipping lines to one group. To others it means no worry about the floor's

soundness. Superfluous details can make busy executives look at their wrist watches.

In addition, Kretzer finds that a film taken by a practical man is often its own best commentary for those of like interests. Because of this, his sales tool knows no language barriers, he claims. Indian architects for a Sterling Drug, Inc., project in Bombay were successful in wooing unskilled laborers from their primitive methods with the firm's Turkish film clips organized for visual training in the latest construction techniques.

**4. Audience participation.** Kretzer's silent films with ad lib commentary also encourage questions, he believes, and viewers who participate seem to remember better than if they watch passively. As soon as possible, he likes to be in a position to show important clients their own pictures on the screen. As a sure-fire morale builder, he invariably arranges for workers to see themselves in action. They couldn't be more interested if they were seeing Gina Lollobrigida, smiles Kretzer.

When a contract is completed the company considers that motion pictures give it still another advantage over "the usual builder's record of snapshots and dry-as-dust blueprints" Time and again in his 10 years of "shutterbugging," Kretzer has been able to tie in with a customer's housewarming by scheduling one or more showings of his "documentary" for the guests. In this way the original client's suppliers, competitors and customers are added to the construction firm's prospects.

### Sales in the bag

Fifteen bushel hampers filled with cigaret packs in cloth bags are the outward expression of an idea that netted an extra \$7 million for Na-

tional Broadcasting Company's December sales of radio time. To promote his three-month-old "imagery transfer" concept, Matthew J. Culligan, radio network vice-president, has placed the baskets in key executives' offices in 15 top advertising agencies. The point which he is succeeding in getting across to important clients: "All consumers need to be reminded of a nationally advertised product is a two- or three-word summary of its sales points."

A provocative cartoon of a man smoking four cigarettes attracts attention to an invitation on each hamper, "Pick your brand by its slogan."

Each draw-string cotton bag is ticketed with one of these examples of imagery transfer: "20,000 filters," "Light up time," "Packs more pleasure," "Live Modern," "Filter, flavor," "Walk a mile," "Tastes good," "and they're mild." In that order NBC's prospects, the agency's clients, would draw Viceroy, Lucky Strike, Chesterfield, L&M, Marlboro, Camel, Winston, and Pall Mall.

Besides conversation pieces, inevitably bringing up NBC's promotional

theme, the baskets are made the subject of serious study by their host executives. These note and report to NBC on the high percentage of their guests who pick the brand they want through the few selling words that could easily be driven home in spot radio announcements.

An outstanding result has been the largest radio news purchase in broadcasting's history. Bristol-Myers Co. and Brown & Williamson Tobacco Corp. have joined forces to sponsor NBC Radio's new weekday, five-minute, news-on-the-hour series. This month Culligan plans to extend the promotion to additional agency executives.

## Kit Revitalizes Sales

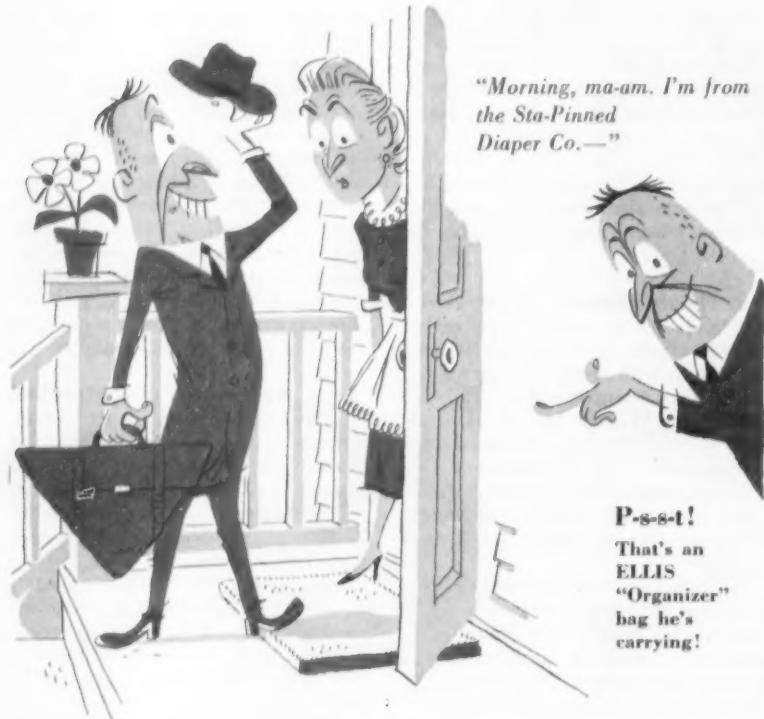
"Renewed interest in an item of standard equipment has been achieved through adoption of a pocket-size demonstration kit," reports Lewis E. Gage, advertising and sales promotion manager, Burndy Engineering Co., Norwalk, Conn. For some years the firm has equipped its 1,000 distributors with heavy kits of wire and accessories for demonstrating its versatile electrician's pliers that cut and strip wire and attach it to terminals. These gradually accumulated dust in disuse and orders continued on a routine basis.

The new kit, developed in conjunction with the Thames River Division of Robert Gair Co., has 600 of the distributors actively promoting Burndy's pliers. Many of them have outfitted several salesmen with the sets. The three-piece unit consists of a one-piece "Tufboard" carton with flap ends, very little larger than the pliers, and two pieces of die-cut board that fold to form miniature drawers. Dozens of sample terminals and strips of insulated wire are thus compactly combined with the tool in an easily pocketed kit.

The carton's white surface sets off black and orange lettering and a picture of the pliers.

This process of "thinking retail" has been observed among member manufacturers of the Folding Paper Box Association by John C. Newell, Jr., marketing director. He notes that 1957 will see adoption of the flip-top box by four or more additional cigarette brands. Since 1955, Robert S. Larkin, director of sales promotion, notes a 50-fold increase in Marlboro's sales—a total of 14 billion in 1956.

Packaging as a sales tool will find vastly expanded application in the new self-service trend in department store operation, Newell notes.



### The well-organized salesman is more apt to get the order

Show us a product—any product, and we'll design the case around it. A case that's tailored for its own specific job—with a place for everything and everything in its place—visible, orderly, easily reached.

Latest surveys show that person-to-person selling costs nearly \$1.00 per minute. Save precious time by providing your salesmen with organized "fingertip" access to everything he needs to complete the sale.

**"Organizer" SALES CASE**  
*Carried by "star salesmen" coast to coast*

**Ellis COMPANY, INC.**  
 Dept. SM 2, 134 South Pennsylvania,  
 Indianapolis 4, Indiana

# How to make more of your salesmen profit-minded

You can get more of the profitable business you want by developing in more of your salesmen those vital "X" factors your best men have.

2,000 companies now employ Research Institute's new method for developing in salesmen that certain "something" that top-producers have that enables them to get so much more and so much better business than salesmen who lack the "X" factors.

This new approach to sales development is different from anything you have ever seen. It is not just a sales training program. It is not a plan designed to *replace* anything you are doing now. It does not infringe upon the parts of your sales operation that can be performed only by a good sales manager. It is simply a way to squeeze a little more profit out of everything you are doing now!

The *Research Institute*, an AAA-1 independent research organization with a \$5,000,000 research budget, provides a practical, tried-and-proved "plus factor" that amplifies the effectiveness of anything your company might already be doing to step up sales.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

## *Salesmen like the plan and USE it*

This is much more than a sales training program. It *develops* the salesman—develops the "whole man"—

gives him self-confidence, builds high enthusiasm and the ability to think creatively. It engenders a feeling of importance to society; develops the right attitude toward company, job and customer.

Naturally, it won't make every man a star. Nothing is that good. But, superimposed upon your own training with respect to your product, the *Institute* plan employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

*It's easy to find out whether, in your judgment, this plan can be of help to you*

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers of *profitable* business.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

## *A few of the 2,000 companies now profiting by sales membership in Research Institute*

California Spray Chemical Corp. ■ Carpenter Steel Co. ■ Chesapeake & Ohio Railway Co. ■ Crown Cork and Seal Co. ■ The Cryovac Co. ■ Gould-National Batteries, Inc. ■ John Deere Plow Co. ■ Maxwell House Div.—General Foods ■ Minneapolis Honeywell Regulator Co. ■ Morse Twist Drill & Machine Co. ■ Oxford Paper Co. ■ Philip Carey Mfg. Co. ■ Pillsbury Mills, Inc. ■ Schering Corp. ■ Southern Counties Gas Co. of Calif. ■ Twin Disc Clutch Co. ■ United Shoe Machinery Corp. ■ Valvoline Oil Co. ■ Western Printing & Lithographing ■ Yardley of London, Inc.

## *Planning For Profit*

Free analysis: The *Research Institute* analysis "Don't Drift—Decide" tackles the salesman's number one job problem—*planning*. It uses a fresh approach . . . brings home to a salesman the true value of his time . . . simplifies what is often made a confusing and discouraging problem . . . avoids the taint of "just another company attempt to make me do more work" . . . is helping thousands of R.I.A. member salesmen plan their way to easier, better selling. A copy is yours for the asking.



# Research Institute of America



SELLING AND MERCHANDISING DIVISION

589 Fifth Ave., New York 17, N. Y. • Plaza 5-8900

Research Institute of America  
Selling and Merchandising Division, Department 27  
589 Fifth Ave., N. Y. 17, N. Y. • Plaza 5-8900

Please send me the free analysis "Don't Drift—Decide."  
 I'd like to hear more about how other companies, with sales forces about the size of ours, use your new approach to improve their own sales programs. (We have [ ] salesmen.)

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

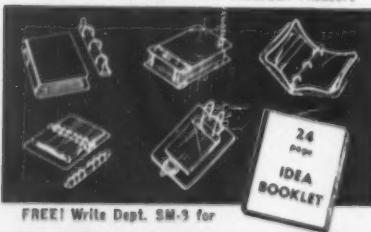


No matter what your product the man from Elbe will show you other sales-packed ideas from our extensive library of samples.

## Elbe File & Binder Co., Inc.

FALL RIVER, MASSACHUSETTS

New York Showroom: 411 Fourth Ave.  
ONE OF AMERICA'S LARGEST MFRS. OF LOOSE LEAF PRODUCTS



BY JANET GIBBS

Sales Promotion and Direct Mail Counsel

## List Recording

### LIST RECORDING (without special equipment)

*How to set up a card list:* For small lists this is the simplest method and usually the best. A 3" x 5" card should be ample. If your lists are personalized, with executive names, then consider a two-card system. One-card for the company name, address, date and all pertinent information relating to the company and its possible interest in your services or products. For each separate executive name, have a separate card of contrasting color to the company card.

*Example:* All company cards on yellow stock, all executive name-cards on white stock. You'll find both your addressing and list correction problems simplified with the two-card system. If you address only by company name or title, then a single-card system will do.

*How to file a card list:* If you mail at the lowest rate, bulk 3rd class, file your list geographically by state, then by city, then alphabetize with company name-card in front of executive name-cards.

### ADDRESSING METHODS (without special equipment)

*For single mailings:* Address by hand or typewriter. If the mailing piece is too large for typewriter addressing, type on gummed labels in perforated roll or sheet form.

*For multiple mailings:* Your typist can make four to six copies of a list in one typing job, on gummed labels, in perforated sheets. Usually available in two sizes — 24 or 33 labels on an 8½" x 11" sheet. The smaller, 33 on a sheet size, is suggested for 3- or 4-line addresses; the larger, 24 on a sheet, will take 5-line addresses.

You're probably familiar with addressing labels in perforated sheets. Easy to use, they're speedy too, for you address all 24 or 33 with just one insertion in the typewriter. And while you can use your own carbon paper for multiple copies, you'll get better impressions and "register" using "sets" (2, 3, 4, or 6 sheets to the set), already interleaved with one-time carbon and including a small perforated stub on the sheet, to hold perfect registration. Get them from your local stationer or label manufacturer. If you have trouble locating a supplier, I'll be glad to give you several sources.

Labels in perforated sheets tear apart easily (for application). They also can be cut apart, using automatic cutting equipment.

One word of caution: These labels are easy to apply, but a sloppy

job of pasting will ruin the effect of your mailing piece. You might find that it helps to include a small printed guide mark for positioning.

*"Keying" lists on labels for quick location of addresses:* This can be important if list maintenance is a problem — and it usually is. Here's a simple idea: Number the sheets consecutively. Each of the 24 or 33 labels on the sheet carry the same number (as will all carbon copies). The key number can be typed on the same line as city and state or on a separate line, if you prefer. For example:

Janet Gibbs  
Gibbs Direct Mail Agency  
320 East 42 Street  
New York 17, N. Y. 20

To clarify: Assuming your list contains 660 names, you'll have 20 sheets, 33 addresses on each; your key numbers will run from 1 to 20. Or, if your list is large and the numbers run into high sequences, combine them with letters. For example: A 1 through A 100, B 1 through B 100, etc. Or, you can work out a keying system to be done in advance by the label manufacturer, if your order is sufficiently large.

Keying makes it easy to locate addresses for correction as removal notices and "undeliverables" are received.

### MECHANICAL ADDRESSING METHODS

If you're after *more* business-by-mail and use your mailing list about 10 times during a year, consider mechanical addressing to cut costs. You've a wide choice of equipment, ranging from hand-operated machines to new inventions in the field of electronics. Even the slowest mechanical method produces about five times the quantity addressed by typewriter, 10 times the quantity addressed by hand. There is modern, high-speed equipment that can address 160,000 envelopes in an 8-hour day.

However, speed is not the only yardstick to use in selecting the method which fills *your* needs best. You should consider the . . .

- size of your mailing list.
- frequency with which it is used.
- quality of addressing impression.
- initial cost of equipment.
- cost of metal addressing plates vs. other methods.
- floor space requirements.
- degree of "selectivity" required for profitable use of lists.
- degree of flexibility in keying and selection of names.
- number of changes to be made in list each time it's used.
- amount of work to be done at the files for "maintenance."

Each piece of equipment has certain advantages and disadvantages. Your problem is to determine which advantages are the most important to *you*. Talk to manufacturers' representatives, tell them your objectives, and they'll help.

### LOW COST EQUIPMENT

For small lists there are hand-operated machines which work on the general principle of your preparing "master rolls" of addresses by typewriting on special master paper. You can make up to 100 copies of your list from a single "master."

The machines are easy to use; no special training is needed. They will address tags, cards, labels, envelopes and self-mailers. Master rolls take up little storage space, and can be re-used as needed.

## A Special Vocabulary



One of the hottest of all rods inspired this tie-in by Henry Bach Associates for men's coats by client Goodstein Bros. Actual coat lining fabric was used for the cover. In our lingo, as unique as that of the auto-philie, this is a horizontal double wing multo easel binder. Whatever your vocabulary of requirements, we can translate needs into effective sales presentations and catalogs. For translation call or write Dept. SM-2.

**SLOVES**  
MECHANICAL BINDING CO. INC.  
601 W. 26th ST., NEW YORK 1, AL 5-2552



WITH A  
**Zipmaster®**  
THE PERFECT SALES KIT

COMBINES A RING BINDER DISPLAY  
UNIT WITH HANDY ZIPPER CASE

Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND For Full Line Folder

**Sales Tools, Inc.**

1704 West Washington  
CHICAGO 12, ILL.



(His business paper . . . of course)

To shoot par in business today, you've got to follow through on your business reading. That's why the **Best Informed Men in your Field** really read their business paper—and read it cover to cover.

With the going made rough by tough competition, changing regulations and swift improvements, there's no other place where you can get so much on-the-job help for so little . . . with editors sifting and interpreting the facts . . . advertisers reporting on new products, methods and materials. Read every issue—thoroughly. It will keep you one of the **Best Informed Men in your Field**.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper *profitable* time.

\*\*\*\*\*  
**NEXT ISSUE** the Best Informed Men in your Field will be reading...

about two globe-trotting executives whose junkets provide sales, promotion and product design idea for MacGregor-Daniger, Inc.

**SALES MANAGEMENT**

## Sales Promotion Idea File

BY LARRY SCHWARTZ  
Mktg. Consultant and President,  
Wexton Advertising Agency

### EVALUATING TV RESULTS

A unique step forward in the measurement of advertising results is the "Index of Advertising Effectiveness" developed by Station WSTV-TV and Richard Manville Research. It enables the advertiser to compare market data, advertising schedules, supplementary promotions and results (ratings, distribution, sales, etc.) on various TV stations. For free copy write to John J. Laux, General Manager, WSTV-TV, Steubenville, Ohio.

### ESTIMATE SHEET SCREENS PROSPECT

Hi-fi dealers are getting excellent results from a new estimate pad that illustrates the various hi-fi components, has space for sales clerk to sketch room layout, plus questions on what motivated prospect to visit the store. The sheet makes the clerk ask questions that reveal prospect's income bracket, size of apartment or home, etc., and makes "package" sale of seven major components easy. For free copy write Clifford Shearer, Advertising Manager, Rek-o-kut Co., 38-01 Queens Blvd., Long Island City, N. Y.

### DIAL CHART HAS MULTIPLE SALES USES

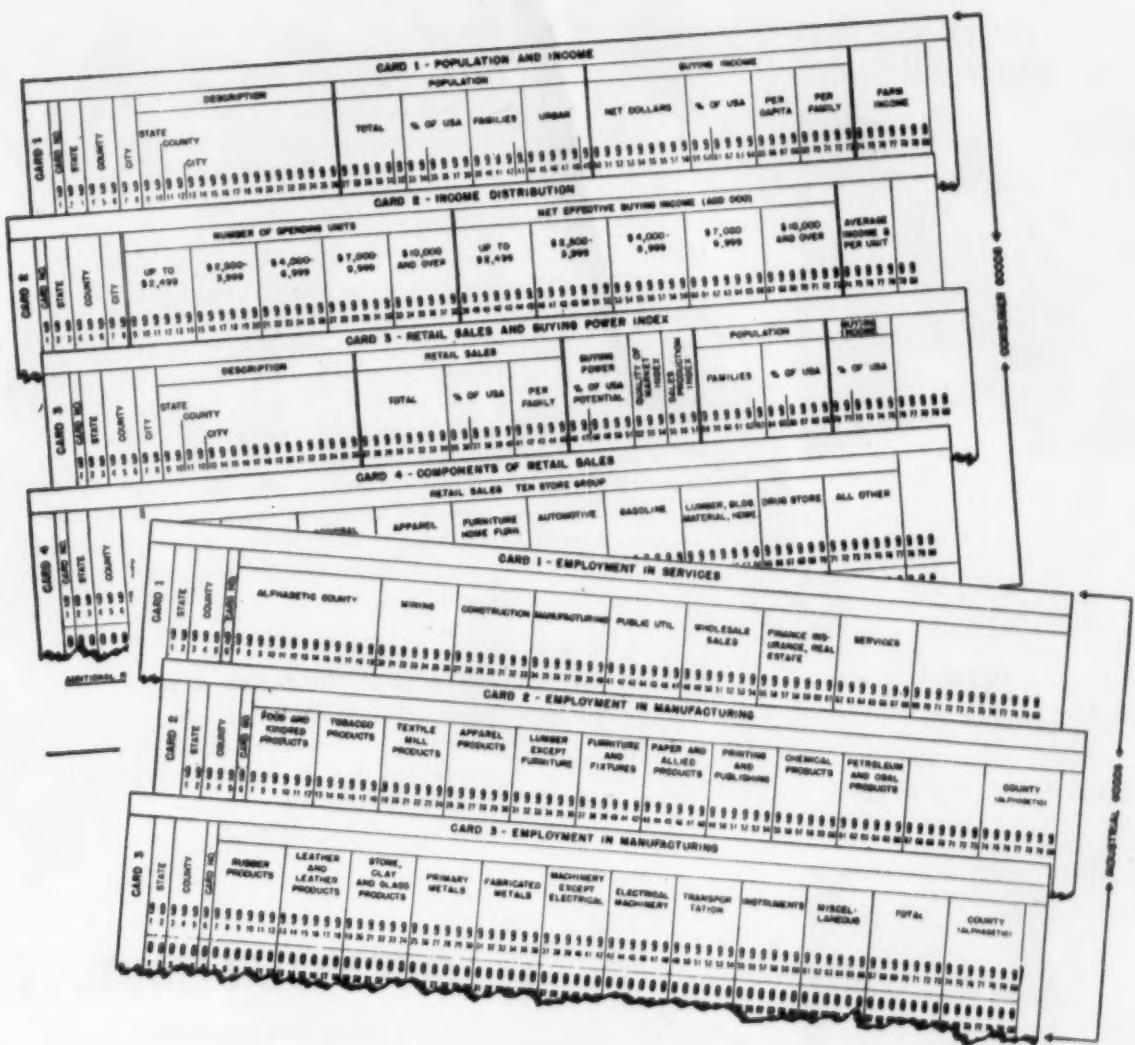
Leading film syndicator wanted to promote package of 16 feature films in one ad, riveted 8½" x 11" sheet with die-cut windows to circular piece of card stock, imprinted with data about the 16 shows. As reader turns the wheel, information about one show at a time appears in die-cut windows. Back surface of wheel and sheet become a game, in which reader matches photos of movie stars to descriptions of eight other film properties. Chart was bound into trade magazines, also served as an excellent direct mail piece and leave-with for salesmen. For sample write to Miss Lee Francis, ABC Film Syndication, Inc., 1501 Broadway, New York, N. Y.

### NEW LOOK IN MATCH BOXES

Ivory Flakes, Ancient Age Bourbon and Meyenberg Evaporated Goat Milk are just a few of the products with box, package or ad reproduced in the form of a match box containing wooden matches, for giveaway or other sales promotion use. For information, write to Atlantic Playing Card Co., 45 West 25th St., New York, N. Y.

### EXTRA MILEAGE FROM OLD ENGRAVINGS

Too many advertisers pay for expensive 4-color engravings, then forget about them after the ads have appeared. Those same idle



## Use them for fast, Automatic territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT Survey of Buying Power** to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

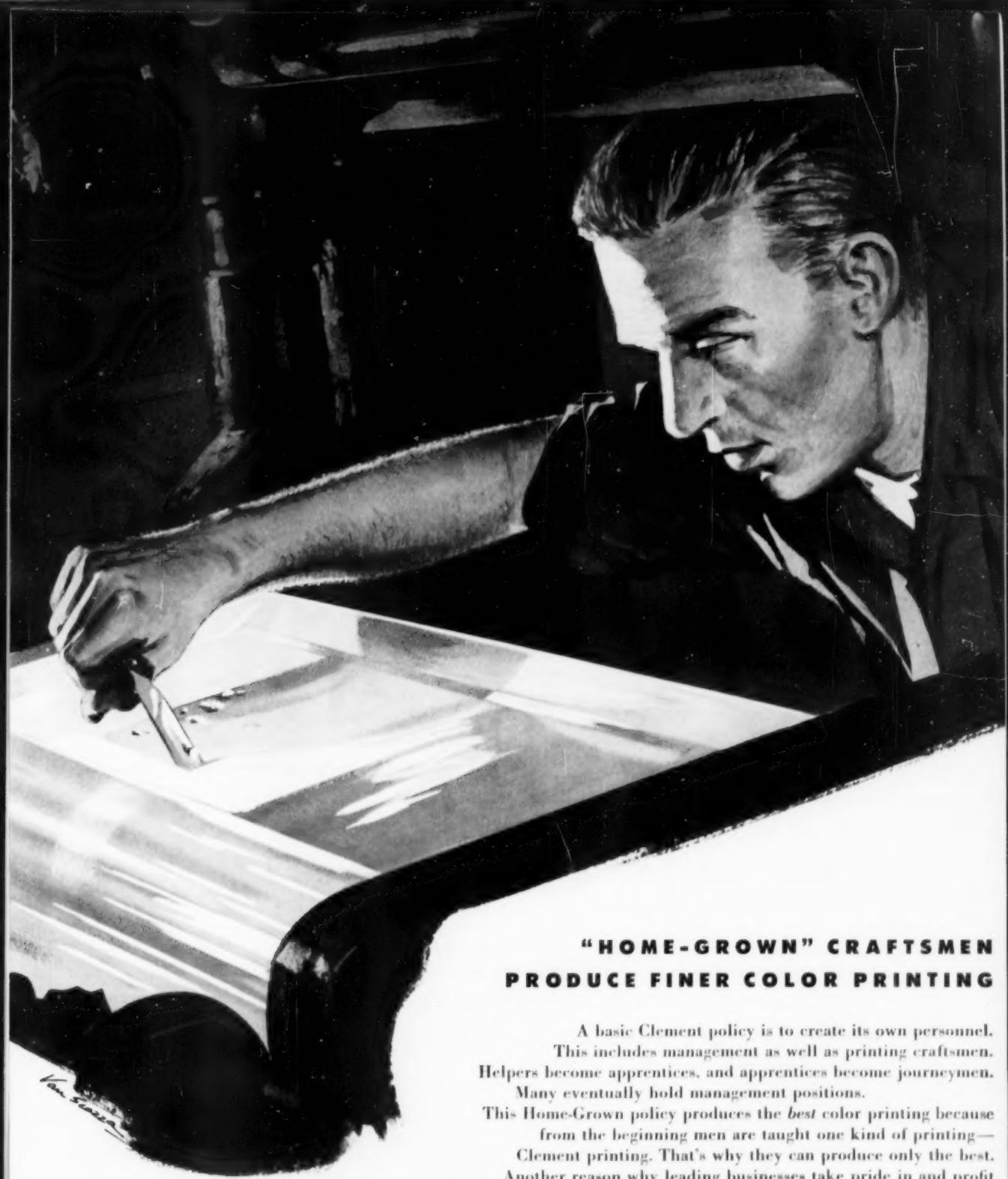
More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N.Y. (Telephone Mu. 4-3559).

**MARKET STATISTICS, INC.**  
**RESEARCH CONSULTANTS TO SALES MANAGEMENT**  
**432 Fourth Ave., New York 16, N.Y. Mu-4-3559**





**"HOME-GROWN" CRAFTSMEN  
PRODUCE FINE COLOR PRINTING**

A basic Clement policy is to create its own personnel. This includes management as well as printing craftsmen. Helpers become apprentices, and apprentices become journeymen. Many eventually hold management positions. This Home-Grown policy produces the *best* color printing because from the beginning men are taught one kind of printing—Clement printing. That's why they can produce only the best. Another reason why leading businesses take pride in and profit from color printing by Clement. Yet it costs no more.

**J. W. CLEMENT CO.** Manufacturers of Quality Printing

Executive Offices & Plant: 8 LORD STREET, BUFFALO 10, N.Y.

SALES OFFICES: Graybar Bldg., New York, Fisher Bldg., Detroit. SUBSIDIARIES: Pacific Press, Inc., Los Angeles, Phillips & Van Orden Co., San Francisco



8 LORD ST., BUFFALO, N.Y.



246 ERIE ST., BUFFALO, N.Y.



601 SOUTH BOTO ST., LOS ANGELES, CAL.



810 BRANNAN ST., SAN FRANCISCO, CAL.



*Late shipping lost Dan lots of dough and what's more  
He developed neuroses—in fact, he got sore!*



*Now debonair Dan ships with poise and finesse  
Using swift, economical **RAILWAY EXPRESS**!*

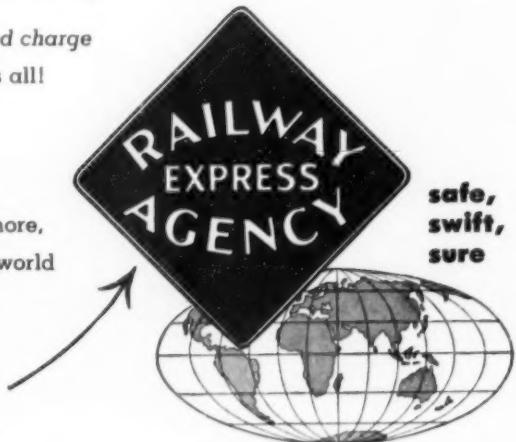
## How to quiet "Shipping Nerves"!

*Beware of shipping "bargains"! If you're paying extra  
for pickups, deliveries, insurance, or unnecessary bookkeeping—  
chances are your shipping dollar's being taken for a ride.*

When you ship by Railway Express, you pay one fixed charge  
from pickup to delivery, within vehicle area limits. That's all!

No hidden costs or extra charges. No confusion  
or added paper work. It's always a real buy—swift,  
dependable and complete. And Railway Express  
serves some 23,000 American communities. What's more,  
you can speed shipments almost anywhere in the world  
through the international service of Railway Express.

**The big difference is**



## WORTH WRITING FOR...

### Selling to Motels

According to a new sales analysis, there are now 56,248 motels and 1,124,560 units in the country. Total investment amounts to \$4,762,560,000 and occupancy is 75%. Number of daily guests is 1,289,683; gross business, \$1,303,469,275. Data include city, terminal and chain motels; trends in improvement; restaurants; problems and how to sell to the motel buyer; sales of the future; scope of motel purchasing and examples of sales. There is also detailed information about the men who buy and influence buying; how to reach the market; advantages in selling to motels; distribution — expendable, durable, and capital goods. For a copy of "The Motel Market—a Sales Analysis," write to Jack Payne, Promotion and Research Director, *American Motel Magazine*, 5 S. Wabash Ave., Chicago 3, Ill.

### Employee Stock Plans

About 40% of the 1,066 domestic companies listed on the New York Stock Exchange have adopted stock ownership plans since 1947, according to a study made by the Exchange. Findings are contained in a 200-page manual which gives details of the plans of 20 companies. Among them: American Telephone & Telegraph Co., Bridgeport Brass Co., Chesapeake & Ohio Railway, Cincinnati Gas & Electric Co., Dow Chemical Co., General Electric Co., General Foods Corp., General Motors Corp., Minnesota Mining & Manufacturing Co. It also tabulates the salient features of all plans submitted to the Exchange during the nine-year period. The number of plans has increased

sharply during the last four years. In 1952, 76 companies launched new plans. The 1953 total was 56 and in 1954, 68. In 1955 there were 108 new plans put into effect, and in the first six months of 1956 the total was 63. Copies of "Stock Ownership Plans for Employes" are available by writing to R. L. Callanan, Public Relations, New York Stock Exchange, 11 Wall St., New York, N. Y.

### Business Publications

Factors to take into account when dealing with special issues of business publications. Special issues having long been a controversial subject, they will help media buyers to evaluate the types of publications that make a genuine contribution to both the reader and the advertiser. The points covered are: editorial content; arrangement of editorial material and advertising; reference value; circulation premiums; additional circulation; "convention-by-mail" coverage; special feature issues; "celebration" issues; closing dates; rate inducements. Copies of "Points for Consideration in Evaluating Various Types of Special Issues of Business Publications" may be obtained from American Association of Advertising Agencies, Inc., 420 Lexington Ave., New York.

### Women in Family Auto Buys

Their importance is increasing according to a study of daytime spot television. More than a third of the nation's drivers are women. In 1940 an estimated 24% of the drivers were women. By 1955 women held 33% of the increased number of licenses issued. The county with the largest percentage of autos per capita, Los

Angeles, reports that 40% of its drivers are women. Pointing up significant elements of recent surveys, the report underscores the importance of the age and family size factors in both auto ownership and television viewing. Percentage of car ownership is highest among younger, larger families, and housewives in these families are strong supporters of daytime TV. Included in the presentation are key reasons why distaff prospects for auto ownership can be reached via daytime TV; Nielsen studies for TVB; advantages of spot coverage and flexibility; comparisons of nighttime 20 seconds and daytime minutes over specific stations; a breakdown of a typical daytime TV announcement schedule. Copies of "Mrs. America's Own Showroom" are available from Bob Hutton, Edward Petry & Co., Inc., 8 E. 54th St., New York 22, N. Y.

### Top Retail Food Advertisers

A compilation of the top 10 retail food advertisers in 113 important city markets. It ranks leading retail grocery stores according to total local newspaper advertising lineage used. Lineage for each is shown, and chains of 11 or more stores are identified. Dollar volume figures, other than national, being practically non-existent, it offers a way to establish the relative positions of individual stores in their cities of operation. It also provides an index of the promotional vitality of both individual and chain stores. Many stores listed are super markets which, the report points out, are becoming interested in non-grocery products; therefore advertisers of these items will find the listing useful in developing super market distribution. Copies of "Who's Who in Grocery Stores" may be obtained by writing to Frank Kaus, Research Director, *The American Weekly*, 63 Vesey St., New York 7, N. Y.

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD  
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

Missouri Ruralist



Edward W. Wilson, executive v.p., Armour & Co. Scholarly-looking, gray-haired, Ed Wilson joined Armour in 1917, as a chemist. He was made manager of the Glycerine and Raw Material Department in 1923, advanced steadily in the company. In 1949 he became v.p. and general manager of the Armour Auxiliaries. Last fall he moved up to his present post.

### Price Is No Obstacle

When Ed Wilson was sure he was right, Procter & Gamble, Colgate and Lever Brothers all put together could not shake his confidence that Dial Soap would be a big moneymaker for Armour & Co.

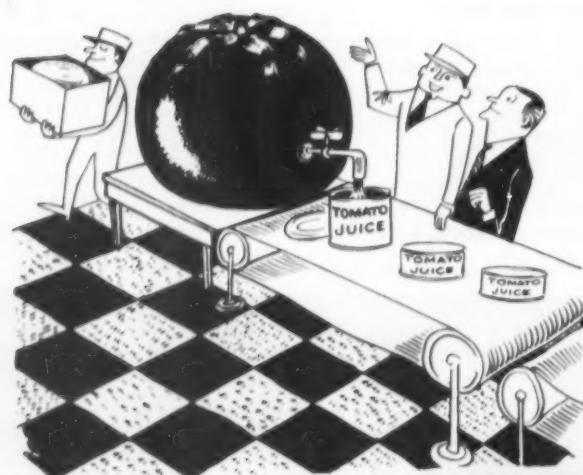
Hexachlorophene was too big a mouthful for Mr. and Mrs. America, but when he said, "This new soap stops perspiration odor before it starts," everybody knew what he meant; and they understood Foote, Cone & Belding's copy writer when he said, "Aren't you glad you use Dial Soap? Don't you wish everybody did?"—or when she said that, if you want me to get technical, as I believe Katy Haynie O'Brien gets the byline.

First a good idea; then a good product; then another problem: how to sell the idea (and the product) to the most customers of the most retailers at minimum cost.

Newspaper coverage was the answer. So they started advertising. So against the toughest competition in the world Dial Soap, at a high premium price, with a good markup, is now No. 1 in dollar volume and No. 3 in tonnage among all toilet soaps—a truly miraculous success story in U. S. marketing.

Once again I have seen proof that in the United States advertising can sell any product successfully if the product delivers something Mr. and Mrs. America want. Price is no obstacle.

## "This is the size we use for the Growing Greensboro Market"

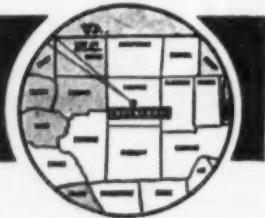


As good for consumers as a daily glass of vitamin-filled tomato juice, the News and Record is a healthy medium for advertisers too! Put pep and energy in your sales program with a schedule in the newspaper that reaches over 400,000 readers daily (over 100,000 circulation) in this rich, diversified market. Our 12-county ABC Retail Trading Area has 1/6 of North Carolina's 4.3 million population, with 1/5 of the \$3 billion annual retail sales.

*The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!*

*Greensboro  
News and Record*

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelley, Inc.



Sales Management Figures

## Red Motley (Continued from page 74)

### No. 1 Ad Target: Your Salesman

In 1953, when National Biscuit Co. decided to go really "mass" in its advertising coverage, I was privileged to participate in the national convention of its field managers in Chicago. In that meeting Harry Schroeter made three points clear:

First—The switch in media would have been a sound move even if impact on consumers had been the only objective, because there is no longer a "class market" in the United States. Any shopper in any food store is a NABISCO prospect.

Second—Impact on consumers was not the only objective. This advertising was bought, not just to induce consumers to buy NABISCO, but also to induce grocers to *sell* NABISCO—not just *carry* the line . . .

Third—and most important of all—the change in media gave the sales force the most powerful selling tool ever placed in their hands by the NABISCO advertising department.

This convention was followed by district meetings, where more than 3,000 salesmen were briefed on how to use this selling tool when they called on dealers. This great sales force was sold, and convincingly sold, on the help *they* would get from this advertising.

I have seen advertising campaigns presented to sales departments before and since that National Biscuit Co. convention—but I have never seen a better *sale* to a sales force.

Harry Schroeter made it clear to me that the best insurance for the success of an advertising campaign is understanding and enthusiasm among the advertiser's salesmen out on the firing line.



Harry F. Schroeter, Director of Advertising, National Biscuit Co. Schroeter joined his company in 1945 as assistant advertising manager. Before that he had been with Procter & Gamble in Cincinnati, where he was associated with the Advertising Department for five years. A Princeton grad, he began his career with a Wall Street firm, handling public relations. In 1954 he was named executive assistant to NBC's director of advertising, co-ordinating all advertising media for the company and its subsidiaries.

### Lay a New Pipeline

Helene Curtis was Beauty Parlor Queen. Operators liked her products, praised them, and sold them to ladies who came to be beautified—for their own use and for their men folks.

This built a successful business; but George Factor is never satisfied. "Beauty Parlor Queen—why not Miss America—or Miss Universe?"

So in 1948, with thousands of beauticians building consumer acceptance for his products, and with the lion's share of cosmetic sales going to drug and department stores, he waved aside all warnings that he would alienate beauty shop operators if he went after retail store distribution, created a Toiletries Division, and started a powerful selling and advertising campaign, moving Helene Curtis products through retail outlets.

Within four years Helene Curtis sales were four times what they were in 1948. They zoomed in retail stores and in beauty parlors. How could they miss when women, who had never bought Helene Curtis cosmetics in beauty parlors, bought them from retailers and learned how good they were?

New items were added, new companies added—Jules Montenier, Kings Men, Lentheric . . . the list grows and grows, and sales multiply. In 1955 the volume was 25 times what it was in 1948.

George Factor taught me a valuable lesson—in a field where I pride myself on knowing many of the answers: when consumer acceptance is built for any product, or for any manufacturer's brand name, in a limited market area, advertising can capitalize on that base and build a bigger business in a bigger market.



George M. Factor, v-p and director, Helene Curtis Industries, Inc. Factor began his sales career after graduation from the University of Chicago with a degree in business administration. Before joining Curtis he was executive v-p in charge of operations for Brunswick, Balke Collender Co. He joined Helene Curtis in '44 as assistant to the v-p in charge of sales. He set up the company's Export Division, established and presently heads the large Toiletries Division. He's been v-p since 1950.

# "Get The Truth and

## HOTTER

A hotter pulling power for your ads. In Chicago, only the Chicago Daily News can boast of a steady growth in circulation during the last 10 years. And, the big Weekend Triple Streak edition has the largest evening circulation of any newspaper in these United States. Forecast: for A.D. advertisers—eager readers and big results.

## CHICAGO D

The Independen

600,000 Families . . . Largest Evening Circu

# EDITOR'S COURSE IN NEWS, ID

### NEWSBOY TO NEWSMAKER

## Publisher Sticks To One Creed

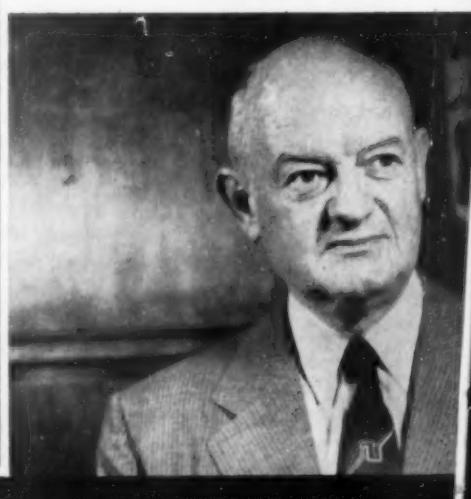
*Insists on Honest,  
Independent Approach*

John S. Knight has devoted his entire life to working on, editing and publishing great newspapers. These are the Detroit Free Press, the Akron Beacon-Journal, the Miami Herald, and the Chicago Daily News.

FROM NEWSBOY to newsmaker, Knight has lived by one creed and one creed alone. No one tells him what his newspapers should do or say.

He approaches every issue as a free-thinking independent. He gets the truth and he prints it. This is why readers of the "News" have confidence in this great newspaper, in its reporting and in the ads it carries.

John S. Kni



# Print It": Knight

DAILY NEWS

de  
ire  
t Newspaper  
tion in Chicago and Suburbs

FINAL MARKETS

5¢

RED  
STREAK

# VERSE: BE TOPS IDEAS, SERVICE

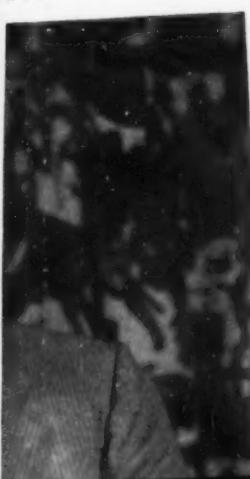
Policy Wins Readers  
And Pulitzer Prizes

*Integrity of 'News' Breeds Reader  
Confidence in Advertising Pages*

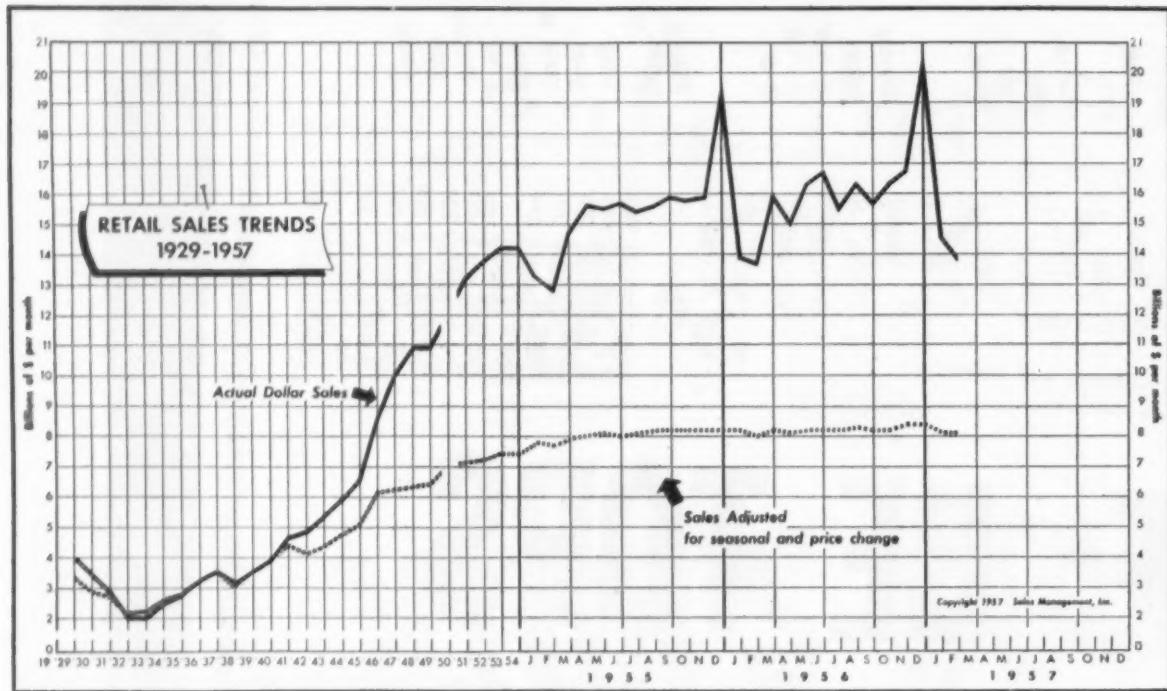
It all started with a simple principle laid down in 1944. John S. Knight wanted the truth and he wanted it printed in his newspaper. So, "News" readers get an honest, factual picture of what is actually happening. The Chicago Daily News is nationally recognized for public service and perceptive reporting.

The "News" was first with the slum exposé, "Misery for Profit." Every year it sponsors the Chicago Youth Rally. In 1951 Daily News foreign correspondents, Keyes Beech and Fred Sparks, were named winners of the 1950 Pulitzer award for international reporting.

In 1949 the "News" won the Pulitzer Prize for public service for uncovering the pay-roll scandal in the State Government. And, in June of last year, the "News" scored another first when it exposed the Hodge scandal in the Illinois State Auditor's Office. For its outstanding job on the Hodge exposé, the "News" was nominated for a Pulitzer award by another civic-minded Chicago paper, the Sun-Times.



## HIGH SPOT CITIES



## February Forecast: Is the Boom Over?

BY DR. J. M. GOULD • Research Director  
Sales Management's Survey of Buying Power

Retail sales in February, on the basis of levelling-off tendencies observed in recent weeks, will exceed the 1955 February retail total by no more than one percent. Added to the disappointing sales performance of December has been a continued lag in auto sales in January. Unless the auto component climbs back to the

plus side in its percentage change over last year, total retailing will not be able to exceed 1956 standards by any significant amount.

Recent official reports on December sales show for the first time in the whole year lags in sales of food, eating and drinking places and general merchandise. The only components of

sales still showing significant rises in that month (over December, 1955) were the apparel group, gasoline stations and drug stores while auto and the lumber-building material-hardware group continued to show the slow decline evidenced throughout the year.

The retail sales total in 1956 will

### Retail Sales Box Score

	12-Month Totals			December		
	1956 \$ Millions	1955 \$ Millions	% Change	1956 \$ Millions	1955 \$ Millions	% Change
Food	45,959	43,638	+ 5.3	4,198	4,168	+ 0.7
Eating & Drinking Places	14,307	13,663	+ 4.7	1,190	1,182	+ 0.7
General Merchandise	20,768	20,103	+ 3.3	3,041	3,011	+ 1.0
Apparel	11,607	10,790	+ 7.6	1,690	1,598	+ 5.8
Furniture & Appliances	10,663	10,055	+ 6.0	1,191	1,163	+ 2.4
Lumber, Building, Hardware	13,750	13,839	- 0.6	1,017	1,100	- 7.5
Automotive	36,083	38,226	- 5.6	3,084	3,118	- 1.1
Gasoline Service Stations	13,734	12,412	+ 10.7	1,178	1,104	+ 6.7
Drug & Proprietary	5,775	5,233	+ 10.4	632	590	+ 7.1
* Total Sales	191,390	185,484	+ 3.2	19,451	19,268	+ 0.9

\*Includes data for kinds of businesses not shown in above nine categories.

probably settle at \$191.5 billion, when final reports come in, representing a 3.3% gain over 1955 for the year as a whole. Since more than half of this gain must be attributed to price rise, it is clear that any levelling out of the dollar total is equivalent to declines in unit volume.

It seems certain that part of the difficulty that retailers have had in selling "hard goods" (big appliances, cars, houses, etc.) is associated with price gains and the related "tight money" problem, though it should be noted that furniture sales have not been adversely affected. Indeed, reports from manufacturers and retailers at the recent Winter Home Furnishings Market in Chicago indicate continued record-breaking sales levels, despite the declining trends in residential construction.

If however, the price resistance indicated in recent consumer surveys proves to be more than a passing phenomenon, and spreads to other sectors of retailing, a rather ominous chain-reaction would be set off which would make 1957 the first year since 1954 not to score a real annual gain. However, there is such good health in other important sectors like employment, income, industrial output and capital investment, that it is difficult as yet to foresee an actual downturn in retailing.

Among the states expected to report better-than-average performance for this February as compared with last February are:

Arizona	Idaho	Utah
California	New Mexico	Vermont
Florida		Oregon

The leading cities, those with a City-National Index well above average are:

San Diego, Cal.	117.7
San Jose, Cal.	115.1
Galveston, Texas	114.2
Appleton, Wis.	113.0
Fort Lauderdale, Fla.	112.5
Santa Barbara, Cal.	111.6
Portland, Ore.	111.4
Oakland, Cal.	111.1
Trenton, N. J.	111.0
Sacramento, Cal.	110.8
Orlando, Fla.	109.9
Lawrence, Mass.	109.6
Burlington, Vt.	109.0
Rome, N. Y.	108.8
Phoenix, Ariz.	108.6
Raleigh, N. C.	108.2

**Sales Management's Research Department** with the aid of Market Statistics, Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.

**Monthly** data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

**Three Index Figures Are Given** the first being "City Index, 1957 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1957 vs. 1956" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1957 vs. 1956," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

**The Dollar Figure, "\$ Millions,"** gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from **SALES MANAGEMENT, INC.**

**Suggested Uses for These Data** include (a) special advertising and promotion drives in spot cities, (b) guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and fore-stalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1956 which equals or exceeds the national change.

#### RETAIL SALES FORECAST (S.M. Forecast for February, 1957)

City	City Index	City Index	Nat'l. Index	\$ (Million)	
				1957	1957
	vs.	vs.	vs.	1948	1956

#### United States

154.5 101.0 100.0 13823.00

#### Alabama

Alabama	152.8	100.7	99.7	171.26
★ Florence-Sheffield				
Tuscaloosa	187.8	106.1	105.0	5.71
Birmingham	141.7	98.4	97.4	33.08
Gadsden	131.1	94.9	94.0	4.64
★ Mobile	176.1	105.7	104.7	16.66
Montgomery	168.8	97.9	96.9	12.00

#### Arizona

Arizona	209.8	109.2	108.1	94.49
★ Phoenix	203.1	109.7	108.6	25.89
★ Tucson	224.7	107.3	106.2	16.51

#### Arkansas

Arkansas	135.4	99.0	98.0	100.53
Fort Smith	146.4	95.8	94.9	6.24
Little Rock-North				
Little Rock	154.6	99.7	98.7	17.80

#### California

California	186.6	105.6	104.6	1406.27
★ Bakersfield	188.3	105.2	104.2	14.66
★ Berkeley	160.2	105.7	104.7	11.31
★ Fresno	175.8	107.0	105.9	22.45
★ Long Beach	200.3	108.6	107.5	42.47
Los Angeles	163.4	99.1	98.1	264.50
★ Oakland	145.8	112.2	111.1	54.69
★ Pasadena	149.9	101.8	100.8	19.57
★ Riverside	220.6	108.8	107.7	9.70
★ Sacramento	214.0	111.9	110.8	34.85
San Bernardino	180.5	98.5	97.5	12.27
★ San Diego	218.0	118.9	117.7	54.99
★ San Francisco	129.5	104.5	103.5	91.93
★ San Jose	247.6	116.3	115.1	25.16
★ Santa Ana	260.4	104.2	103.2	12.42
★ Santa Barbara	155.3	112.7	111.6	7.77
★ Stockton	158.9	106.0	106.9	14.36
Ventura	111.3	94.2	93.3	4.34

#### Colorado

Colorado	165.2	100.8	99.8	142.09
Colorado Springs	266.5	95.0	94.1	10.55
★ Denver	163.9	101.5	100.5	57.34
Pueblo	174.5	100.2	99.2	7.91

## Middletown Families Top the State in DISCRETIONARY SPENDING

Middletown's family expenditures in such discretionary categories as automotive products, gasoline, lumber-building materials, hardware, top every metropolitan area in the state.

Total sales per family are \$4,407., which is \$589. above the national average, and \$119. above fifth-ranking Connecticut's.

You always get more in Middletown . . . If you step right up for your share. That means using the PRESS. Otherwise, you're settling for the slim pickings of fringe circulation. No combination of outside papers comes anywhere near equaling the PRESS coverage of Metropolitan Middletown.



### Reducing Diet for FAT WALLETS

Families in the Norwalk market still have a huge wad of income available for spending after heavy expenditures for staples and extras.

\$155,400,000 of retail purchases slices \$4,889 off the family income—but the pocketbook still bulges . . . with \$3,259 untouched!

There's always money for additional purchases in the 31,800 family Norwalk market—but whether you're selling staples or "occasionals," necessities or luxuries, you need the Hour . . . miles ahead of any incoming paper in coverage and readership.

### The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.  
City Zone (60,425)

57% Coverage of  
The Trading Area

Represented by

The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR FEBRUARY, 1957 •



### RETAIL SALES FORECAST (S.M. Forecast for February, 1957)

City	City	Nat'l. Index	1957	1957	1957	(\$ Million)
1948	1956	1956	1957	1957	1957	1957

### Connecticut

★ Bridgeport	176.6	103.5	102.5	234.17
★ Hartford	134.8	101.8	100.8	19.18
★ Meriden	152.9	105.8	104.8	27.75
Wallingford	161.1	100.3	99.3	6.46
Middletown	150.4	101.9	100.9	3.44
New Haven	156.0	104.0	103.0	21.90
New London	173.7	106.4	105.3	5.63
Norwich	177.5	102.0	101.0	4.24
Stamford	200.6	100.3	99.3	11.15
Waterbury	161.3	101.7	100.7	12.13

### Delaware

Wilmington	149.0	99.5	98.5	38.50
	145.8	99.2	98.2	18.55

### District of Columbia

Washington	120.5	95.4	94.5	91.43
	119.5	95.4	94.5	91.43

### Florida

Fort Lauderdale	251.3	107.2	106.1	402.26
Jacksonville	389.1	113.6	112.5	16.03
Miami	185.1	97.1	96.1	31.53
Orlando	228.1	108.7	107.6	60.64
Pensacola	276.5	111.0	109.9	16.12
St. Petersburg	257.0	108.2	107.1	10.00
Tampa	246.7	104.3	103.3	19.30

### Georgia

Albany	192.5	99.6	98.6	4.83
Atlanta	172.9	98.6	97.6	62.53
Augusta	174.2	93.7	92.8	9.89
Columbus	153.5	94.2	93.3	9.73
Macon	165.7	95.8	94.9	9.49
Savannah	175.4	108.8	107.7	13.10

### Hawaii

Honolulu	140.7	104.0	103.0	23.47
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### Idaho

Boise	163.5	105.6	104.6	7.34



MERIDEN-WALLINGFORD  
CONNECTICUT'S  
BULL'S-EYE MARKET

## You're Automatically "Zeroed In"

On Meriden-Wallingford's \$211 million Effective Buying Income\* when you advertise in THE RECORD & JOURNAL. Hartford and New Haven newspapers cover only a minute fraction of this 100,000 market.

\*SM '56 Survey

### The Meriden RECORD & JOURNAL MERIDEN, CONNECTICUT

National Representatives:  
Gilman, Nicoll & Ruthman



It's easy to see where we get our

## SALES POWER

Stamford's \$7,858 average family income tops all big markets in the state—with over 60% of consumer spending units above \$4,000 level! Easy to see why Stamford is Connecticut's fastest-growing market—sales up 52.3% in 1948-54 census period . . . now \$136,632,000. Start getting your share of Stamford's skyrocketing sales now—with the Advocate's unmatched coverage (97%) of city's homes.

### Stamford Advocate STAMFORD, CONN.

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR FEBRUARY, 1957 •



### RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City	City	City	City
Index	Index	Index	Index	Index
1957	1957	1957	1957	(Million)
vs.	vs.	vs.	February	
1948	1956	1956	1957	

Illinois	145.2	100.0	99.0	871.34
Bloomington	121.0	95.4	94.5	4.73
Champaign-Urbana	137.4	99.5	98.5	7.17
Chicago	133.2	99.6	98.6	395.33
Danville	136.3	100.3	99.3	5.43
Decatur	154.6	96.0	95.0	9.68
★ East St. Louis	168.8	106.5	105.4	9.89
Moline-Rock Is.-Ia.				
land-E. Moline	135.4	99.6	98.6	10.55
Peoria	137.1	98.2	97.2	15.45
★ Rockford	170.0	101.2	100.2	15.88
Springfield	141.7	99.4	98.4	12.05

9 Months  
Running-  
3rd or  
Higher  
On the S.M.  
High-Spot  
Cities List!

Including SIX consecutive months in top spot.

The time and the place  
for you to hit hard!

**The Day**

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

### RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City	City	City	City
Index	Index	Index	Index	\$
1957	1957	1957	1957	(Million)
vs.	vs.	vs.	February	
1948	1956	1956	1957	

Indiana	147.4	100.1	99.1	354.83
Evansville	138.9	97.7	96.7	13.30
★ Fort Wayne	147.4	101.1	100.1	17.41
Gary	155.0	96.6	95.6	14.97
★ Indianapolis	153.8	101.5	100.5	61.29
Lafayette	132.5	100.8	99.8	4.85
Muncie	149.4	96.1	95.1	6.78
South Bend	121.8	98.9	97.9	14.18
Terre Haute	122.6	97.9	96.9	7.98

Kansas	135.8	96.8	95.8	157.31
Hutchinson	116.0	93.2	92.3	4.18
Kansas City	146.6	98.0	97.0	10.85
Topeka	168.6	97.8	96.8	10.67
Wichita	188.2	95.8	94.9	26.09

Kentucky	146.8	98.6	97.6	167.85
Lexington	129.4	96.9	95.9	8.75
Louisville	155.9	98.8	97.8	43.30
Paducah	145.0	96.0	95.0	4.15

Louisiana	175.5	102.8	101.8	201.99
★ Baton Rouge	211.5	104.2	103.2	36.98
Lake Charles	232.5	100.9	99.9	7.11
★ Monroe-West				
Monroe	171.0	102.4	101.4	7.20
★ New Orleans	162.9	104.1	103.1	56.73
Shreveport	156.3	96.1	95.1	16.39

Maine	145.0	101.1	100.1	73.95
★ Bangor	153.7	103.2	102.2	5.56
Lewiston-Auburn	131.7	98.8	97.8	6.01

### THIS Is Eastern Connecticut

**\$29,043,000**

for General Merchandise,  
Furniture and Appliances

The 49,000 families in Eastern Connecticut spend an average of \$598—approximately 10% of their income—in appliance, furniture and department stores.

Whether you're selling home comforts or necessities, you'll find Eastern Connecticut a big willing-to-buy market—but isolated . . . beyond the effective reach of big-city newspapers.

You'll find, too, that its buying decisions are shaped largely by the Norwich Bulletin, only daily with a broad, solid impact in this market.

### Norwich Bulletin

and Norwich Sunday Record

NORWICH, CONN.

Bulletin  
23,475 Daily      Sunday Record  
19,993

Represented by

The Julius Mathews Special Agency, Inc.

**"FILL 'ER UP"**

(with Your Brand of Gas?)

Biddeford-Saco is your key to York County's gasoline-service station sales — fourth largest in Maine.

This twin-city market has the largest single concentration of families, dealers, filling station sales in the county. Volume is 23% above average.

And it's *covered* only by the Biddeford Journal—daily reading habit in 90% of Biddeford-Saco families . . . only newspaper that can influence these families to specify your brand when they say, "Fill 'er up" . . . that can start and maintain the trend to your brand in the important York County market.

THE BIDDEFORD

**JOURNAL**

BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

**\$3,939**  
SALES PER FAMILY

## KING-SIZE BUYING in the STATE-SIZE PORTLAND, MAINE MARKET

The Portland Newspapers dominate a 9-county QUALITY sales area—162,700 families (more than you'll find in some states) . . . spending \$3,939 for retail goods (\$121 above the U.S. average)—higher than the family sales average in twenty-five states. This big, free-spending market is so easy to sell . . .



Nothing triggers the spending habits of this state-size market like the Portland Newspapers—one reason why . . . year after year . . . advertisers turn to Portland as one of the nation's top test markets. They know . . . from long experience . . . that if the product's right the Portland Newspapers will SELL it!

Give your sales quota a big lift in '57—by tapping the king-size family budgets of this state-size market. Make the Portland Newspapers one of your must buys.

## PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78-688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

### HIGH SPOT CITIES

#### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR FEBRUARY, 1957 •

#### RETAIL SALES FORECAST (S.M. Forecast for February, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	February
1948	1956	1956	1957

#### Maine (Cont.)

Portland ..... 141.5 100.7 99.7 10.64

#### Maryland

Baltimore	138.8	96.5	95.5	97.20
★ Cumberland	130.5	104.1	103.1	4.84
★ Hagerstown	176.6	102.5	101.5	5.79

#### Massachusetts

Boston	139.8	100.1	99.1	102.25
★ Brockton	145.0	103.3	102.3	6.93
Fall River	116.6	94.5	93.6	8.16
★ Holyoke	148.4	103.9	102.9	5.92
★ Lawrence	138.8	110.7	109.6	8.75
★ Lowell	134.1	106.2	105.1	8.33
Lynn	133.2	100.9	99.9	9.02
New Bedford	123.6	94.4	93.5	8.91
★ Pittsfield	152.4	104.5	103.5	6.35
★ Salem	145.7	103.0	102.0	5.36
★ Springfield	150.2	103.2	102.2	20.04
★ Worcester	141.4	104.1	103.1	21.54

#### Michigan

Battle Creek	133.2	95.2	94.3	6.50
Bay City	154.3	100.3	99.3	6.51
Detroit	130.1	94.6	93.7	184.25
Flint	171.4	90.4	89.5	22.84
Grand Rapids	155.2	98.7	97.7	25.15
Jackson	141.9	93.5	92.6	7.65
★ Kalamazoo	184.2	107.3	106.2	12.34
Lansing	154.2	93.5	92.6	14.74
Muskegon	153.8	98.5	97.5	7.72
Pontiac	177.6	93.5	92.6	11.08
Port Huron	138.5	94.2	93.3	4.97
★ Royal Oak				
Ferndale	238.6	102.2	101.2	13.39
★ Saginaw	164.3	101.4	100.4	11.71

#### Minnesota

Duluth	131.6	100.9	99.9	10.91
Minneapolis	132.1	100.2	99.2	64.68
St. Paul	123.5	97.3	96.3	33.82

#### Mississippi

Jackson	169.8	99.2	98.2	11.74
★ Meridian	163.7	102.1	101.1	4.50

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR FEBRUARY, 1957



### RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City			\$
	City	Index	Nat'l. Index	
1957	1957	1957	(Million)	
vs.	vs.	vs.	February	
1948	1956	1956	1957	

Missouri	140.5	98.4	97.4	340.81
Joplin	134.0	100.4	99.4	4.81
Kansas City	119.2	96.8	95.8	60.68
St. Joseph	124.2	97.8	96.8	6.95
St. Louis	127.8	98.2	97.2	84.87
★ Springfield	150.6	104.0	103.0	8.87

Montana	142.2	100.5	99.5	58.64
Billings	155.7	96.8	95.8	6.17
★ Butte	154.0	105.1	104.1	5.07
Great Falls	148.6	99.5	98.5	5.99

## They Leave

**\$17,993,000**

## in Food Stores

Taunton's 19,900 housewives take \$17,993,000 out of their pocketbooks . . . an average of \$904 per family . . . and hand it over to grocery retailers.

Why not be sure you're getting your share of this big grocery market. Use the one newspaper that can persuade Taunton housewives to earmark part of this \$18 million for purchases of your brand. That's the Taunton Gazette, only newspaper effectively covering the market.

## Taunton Gazette

Established 1884

TAUNTON, MASS.

Represented by

The Julius Mathews Special Agency, Inc.

### RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City	Nat'l.	\$
Index	Index	Index	(Million)
1957	1957	1957	February
vs.	vs.	vs.	
1948	1956	1956	1957

### Nebraska

Lincoln	124.8	95.4	94.5	112.53
Omaha	131.2	95.2	94.3	10.65
Omaha	131.8	95.1	94.2	27.62

### Nevada

★ Reno	224.1	105.1	104.1	30.81
★ Reno	188.1	104.8	103.8	9.27

### New Hampshire

Manchester	151.8	102.6	101.6	48.12
★ Nashua	143.7	100.7	99.7	8.32
★ Nashua	164.0	105.5	104.5	4.08

### New Jersey

Atlantic City	160.9	100.8	99.8	485.08
Camden	124.6	99.2	98.2	10.02
Elizabeth	133.9	96.0	95.0	12.75
Jersey City	133.7	99.9	98.9	10.99
Hoboken	117.6	96.0	94.1	22.26
Newark	121.6	97.6	96.6	47.92
★ Passaic-Clifton	160.8	103.1	102.1	14.62
★ Paterson	132.7	103.1	102.1	16.53
★ Trenton	188.7	112.1	111.0	21.38

### New Mexico

Albuquerque	216.1	107.5	106.4	70.54
Albuquerque	280.4	107.2	106.1	21.73

### New York

Albany	141.1	99.1	98.1	1396.07
Binghamton	133.0	99.5	98.5	16.50
★ Buffalo	123.1	95.6	94.7	9.43
Elmira	141.8	104.2	103.2	63.58
Hempstead	131.5	98.3	97.3	6.51
Township	266.8	100.2	99.2	72.87
Jamestown	120.5	96.9	95.9	4.81
New York	123.9	97.8	96.8	676.78
Niagara Falls	148.1	99.5	98.5	9.83
Poughkeepsie	151.6	99.3	98.3	6.82
Worcester	146.4	99.2	98.2	41.59
★ Rome	183.6	109.9	108.8	4.52
Schenectady	138.4	100.8	99.8	12.13
★ Syracuse	141.5	104.0	103.0	27.34
Troy	117.5	97.8	96.8	7.54
★ Utica	128.9	101.3	100.3	10.55

### North Carolina

Asheville	187.5	100.9	99.9	288.33
Charlotte	156.3	99.0	98.0	8.53
★ Durham	184.5	96.2	95.2	21.43
Greensboro	148.1	102.4	101.4	8.69
High Point	188.9	100.8	99.8	16.17
High Point	213.0	100.7	99.7	5.56
★ Raleigh	204.5	109.3	108.2	11.55
Salisbury	186.8	96.9	95.9	3.89
Wilmington	178.7	97.8	96.8	5.68
★ Winston-Salem	213.4	102.1	101.1	12.76

It's "Remote" All Right—

But It Isn't

## CONTROL

You can't sell the Little Falls market by remote control—by the tail-end of outside circulation. There just isn't enough incoming papers to sell candy to kids, nylons to women or rock 'n roll to teen-agers.

To influence the brand preferences of the market's 9,000 families (with \$42,528,000 income), you need the hard, two-fisted selling of *inside* circulation — the kind supplied by the Little Falls Times . . . local family newspaper in 75% of the market's homes.

## Little Falls Times

LITTLE FALLS N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

## You'll keep coming back for more

POST advertisers are a consistent, satisfied group.

You'll know why once you give the POST a trial.

POST readers have money to spend and are willing to spend it.

POST readers believe in what the POST prints . . . advertising included.

Not just sales . . . but profitable sales . . . is the reward of advertising in the POST.

Over 17,000 circulation.

**SALISBURY EVENING POST**  
**SALISBURY SUNDAY POST**

Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

**SALISBURY, NORTH CAROLINA**

For More Sales in Ohio—  
FAST-GROWING  
**ELYRIA**

Elyria tops all but two of Ohio's fifteen standard metropolitan centers in overall sales production—as shopping traffic from the "growing Ruhr of America" pours into Elyria's stores . . . sending retail sales 58% above average volume, automotive sales 128% above!

This metropolitan market . . . ranked by Sales Management among the 50 fastest-growing in the nation . . . becomes more important in your Ohio sales plans every day—together with the Chronicle-Telegram . . . tops in the county in news coverage, first choice of advertisers to sell the area's 51,600 families, with \$330,418,000 income.

**Chronicle-Telegram**

"The Family Newspaper"

**ELYRIA, OHIO**

21862 Circulation —  
DOUBLE the Number of City Families

Represented by  
The Julius Mathews Special Agency, Inc.

For Sales Impact in  
**ALTOONA, PA.**

**ROP  
COLOR**

1-2 and 3 Colors plus  
Black Available Daily!

Add the extra selling punch of  
ROP COLOR to the LARGEST  
CIRCULATION in Blair County  
for full sales impact in this rich  
market.

98% COVERAGE 75% COVERAGE  
City County and  
Trading Area

**ALTOONA, PA.'S ONLY  
EVENING NEWSPAPER**

**RICHARD E. BEELER**  
Advertising Manager

**Eltoona  
Mirror.**

**HIGH SPOT CITIES**

**RETAIL SALES FORECAST**

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR FEBRUARY, 1957 \*

**RETAIL SALES FORECAST**  
(S.M. Forecast for February, 1957)

City	City	Nat'l.	City	
			Index	Index
			1957	1957
			vs.	vs.
			1948	1956
			1956	1957

**North Dakota**

	121.2	101.1	100.1	50.62
Fargo	135.3	100.8	99.8	6.25

**Ohio**

	168.3	100.7	99.7	838.47
★ Akron	167.6	105.5	104.5	36.24
Canton	147.1	95.8	94.9	15.14
Cincinnati	150.9	93.8	97.8	63.38
Cleveland	147.0	100.7	99.7	115.99
★ Columbus	174.2	102.2	101.2	54.55
Dayton	174.3	100.7	99.7	40.49
Elyria	161.7	95.8	94.9	4.61
Hamilton	187.0	99.7	98.7	8.71
Lima	156.1	98.9	97.9	7.45
★ Lorain	171.3	101.5	100.5	6.65
Mansfield	180.6	97.8	96.8	8.02
Middletown	154.4	92.9	92.0	4.66
Portsmouth	147.1	94.7	93.8	5.00
★ Springfield	163.3	101.1	100.1	10.45
★ Steubenville	189.0	103.2	102.2	6.96
Toledo	139.6	96.9	95.9	36.63
Warren	175.7	98.4	97.4	8.03
★ Youngstown	164.7	103.0	102.0	23.84
Zanesville	152.9	99.4	98.4	5.34

**Oklahoma**

	151.1	101.7	100.7	169.28
★ Bartlesville	182.9	105.4	104.4	2.84
★ Muskogee	150.0	107.1	106.0	3.78
Oklahoma City	174.3	100.1	99.1	34.31
★ Tulsa	175.1	101.7	100.7	27.21

**Oregon**

	151.9	110.0	108.9	165.81
Eugene	134.0	94.4	93.5	7.29
★ Portland	149.8	112.5	111.4	58.84
★ Salem	133.6	101.5	100.5	6.85

**Pennsylvania**

	141.7	100.8	99.8	864.17
★ Allentown	142.7	101.5	100.5	13.88
★ Altoona	122.7	103.0	102.0	6.48
Bethlehem	127.2	94.5	93.6	5.41
Chester	153.8	100.7	99.7	8.29
Erie	136.0	99.4	98.4	14.76
★ Harrisburg	153.3	103.2	102.2	14.61
★ Hazleton	123.7	103.3	102.3	3.51
Johnstown	130.9	100.2	99.2	8.03
★ Lancaster	160.6	102.4	101.4	9.92
★ Norristown	184.6	104.4	103.4	5.57

**Plus +**

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For Apparel**

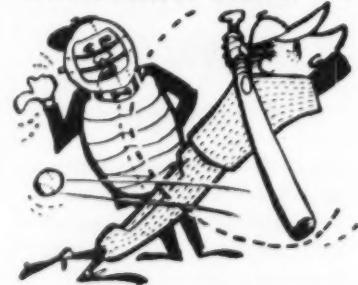
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SALES MANAGEMENT

# HIGH SPOT CITIES

## RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR FEBRUARY, 1957 •

## RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City	City		
		Index	Index	Index
1957	1957	1957	(Million)	
vs.	vs.	vs.	February	
1948	1956	1956	1957	

## Pennsylvania (Cont.)

★ Oil City	107.9	102.2	101.2	1.92
Philadelphia	134.7	99.5	98.5	191.38
★ Pittsburgh	129.9	103.1	102.1	77.03
Reading	127.1	95.8	94.9	12.02
★ Scranton	122.5	104.9	103.9	11.37
Sharon	126.1	97.1	96.1	3.80
Wilkes-Barre	111.1	100.8	99.8	8.07
Williamsport	126.8	96.6	95.6	5.15
York	163.4	95.2	94.3	9.01

## Rhode Island

	133.1	96.4	95.4	63.60
Newport	135.8	95.5	94.6	2.80
Providence	116.4	96.3	95.3	25.51
Woonsocket	111.4	95.3	94.4	3.96

## South Carolina

	155.8	99.0	98.0	122.39
Charleston	154.6	96.3	95.3	9.37
Columbia	161.6	98.2	97.2	12.25
★ Greenville	164.1	101.2	100.2	10.43
Spartanburg	121.9	99.2	98.2	5.69

## South Dakota

	110.2	98.5	97.5	47.00
Aberdeen	96.9	98.4	97.4	2.59
★ Rapid City	186.3	104.1	103.1	5.14
Sioux Falls	114.1	93.0	92.1	6.05

## Tennessee

	151.7	100.7	99.7	216.67
Chattanooga	158.0	100.7	99.7	18.13
Knoxville	132.5	91.3	90.4	15.92
★ Memphis	151.3	102.9	101.9	48.06
★ Nashville	164.6	101.1	100.1	26.84

## Texas

	163.5	102.1	101.1	728.88
Abilene	146.2	97.1	96.1	6.16
Amarillo	162.3	97.2	96.2	12.24
★ Austin	163.8	103.6	102.6	15.10
★ Beaumont	152.0	104.8	103.8	11.92
Corpus Christi	186.2	99.7	98.7	15.77
Dallas	176.2	98.2	97.2	75.36
★ El Paso	199.8	104.8	103.8	19.46
★ Fort Worth	168.1	104.4	103.4	42.22
★ Galveston	132.2	115.3	114.2	7.47
★ Houston	194.7	106.9	105.8	92.23
Laredo	134.2	99.6	98.6	3.52

## RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City			\$
	City	Index	Nat'l.	
1957	1957	1957	1957	(Million)
vs.	vs.	vs.	vs.	February
1948	1956	1956	1957	

## RETAIL SALES FORECAST

(S.M. Forecast for February, 1957)

City	City			\$
	City	Index	Nat'l.	
1957	1957	1957	1957	(Million)
vs.	vs.	vs.	vs.	February
1951	1956	1956	1957	

**Texas (Cont.)**

★ Lubbock	173.7	101.2	100.2	12.44
Port Arthur	157.1	99.0	98.0	6.69
San Angelo	147.7	95.8	94.9	5.83
San Antonio	156.5	97.5	96.5	40.64
Texarkana	124.0	95.4	94.5	4.34
Tyler	150.9	97.4	96.4	5.72
Waco	141.7	94.4	93.5	9.51
Wichita Falls	152.5	94.4	93.5	7.70

**Utah**

164.8	105.7	104.7	65.32
★ Ogden	159.5	108.5	107.4
★ Salt Lake City	181.4	104.5	103.5

**Vermont**

143.0	107.0	105.9	32.67
★ Burlington	150.0	110.1	109.0
Rutland	126.3	100.1	99.1

**Virginia**

160.5	99.0	98.0	243.38
Danville	129.5	98.2	97.2
Lynchburg	128.6	95.5	94.6
Newport News	132.7	95.5	94.6
Norfolk	159.7	98.1	97.1
Portsmouth	163.4	99.4	98.4
Richmond	133.8	99.5	98.5
★ Roanoke	138.3	101.1	100.1

**Washington**

146.6	99.5	98.5	222.38
Bellingham	87.8	94.4	93.5
Everett	132.4	98.1	97.1
Seattle	154.3	99.1	98.1
Spokane	155.2	100.2	99.2
★ Tacoma	153.5	101.1	100.1
Yakima	122.7	95.3	94.4

**West Virginia**

131.9	98.8	97.8	116.03
Charleston	134.4	97.3	96.3
Huntington	153.3	100.0	99.0
Wheeling	134.6	98.5	97.5

**Wisconsin**

148.7	105.1	104.1	326.74
★ Appleton	180.8	114.1	113.0
Beloit-Janesville	146.4	100.1	99.1
★ Green Bay	165.1	104.8	103.8
Kenosha	135.4	94.9	94.0
★ La Crosse	150.0	103.6	102.6
Madison	159.2	98.2	97.2
★ Milwaukee	152.0	107.2	106.1
Oshkosh	125.9	96.7	95.7
Racine	127.8	99.2	98.2
★ Sheboygan	140.4	105.4	104.4
★ Superior	132.5	107.1	106.0

**Wyoming**

133.7	99.6	98.6	28.28
★ Casper	178.9	102.5	101.5
Cheyenne	147.0	95.8	94.9

**Canada**

128.2	103.0	100.0	890.10
Alberta	190.0	125.9	122.2
Edmonton	133.6	102.8	99.8

**Alberta**

★ Calgary	190.0	125.9	122.2
Edmonton	133.6	102.8	99.8

**British Columbia**

★ Vancouver	140.2	106.4	103.3
Victoria	154.7	100.7	97.8

**Manitoba**

Winnipeg	143.5	101.1	98.2
			29.48

**New Brunswick**

Saint John	94.7	98.2	95.3
			3.50

**Nova Scotia**

Halifax	148.0	98.7	95.8
			9.81

**Ontario**

Hamilton	120.2	101.5	98.5



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# SALES GAINS AND LOSSES

Current operating statements show changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago.

Forty-seven of the 145 companies listed show 10%-and-more sales gains in 1956 over 1955 for periods designated. Three companies hit the 100%-and-over mark: Lithium Corporation of America, 105%; Air Products, Inc., 103%; Litton Industries, Inc., 100%. American Tractor Corp. was close behind with a 94% gain. Among the seven showing gains of 50%-75%: Morrison-Knudsen Co., 74%; Erie Forge & Steel Corp., 70%; O. A. Sutton Corp., 57%; E. J. Korvette, Inc., 51%. Representative gains among 19 firms in the 25%-50% column: Armour & Co., 53%; Joy Manufacturing Co., 48%; Adams Engineering Co., 44%. Among 17 showing 10%-25% gains: Fairchild Camera and Instrument, 24%; Dana Corp., 23%; Northwestern Steel & Wire, 18%; ACF Industries, 10%.

Key: f—fiscal year.

Company	Period	1956	1955	Company	Period	1956	1955
ACF Industries, Inc.	6 mo.	\$ 129.5	\$ 117.2	Elgin National Watch Co.	40 wks.	33.8	40.3
Adams Engineering Co.	1 yr. f	8.5	5.9	Empire Millwork Corp.	9 mo.	3.9	4.2
Air Products, Inc.	1 yr. f	20.5	10.1	Erie Forge & Steel Corp.	6 mo.	13.4	7.9
Allied Stores Corp.	9 mo.	410.5	387.9	Erlanger Mills Corp.	1 yr. f	28.7	30.1
Allis (Louis) Co.	9 mo.	28.3	19.3	Factor (Max) & Co.	9 mo.	23.2	20.9
Amalgamated Sugar Co.	1 yr. f	45.6	46.6	Fairchild Camera & Instr.	9 mo.	29.5	23.7
American Pulley Co.	1 yr. f	5.5	4.8	Fairmount Foods Co.	9 mo.	78.8	78.1
American Tractor Corp.	1 yr. f	10.1	5.2	Firestone Tire & Rubber Co.	1 yr. f	1,115.1	1,114.8
Amplex Corp.	6 mo.	5.7	4.0	Floor Corp., Ltd.	1 yr. f	120.0	106.2
Armour & Co.	1 yr. f	2,011.4	1,967.7	Food Fair Stores, Inc.	28 wks.	279.3	240.7
Assa, Dry Goods Corp.	3 mo.	54.8	49.6	Gamewell Co.	6 mo.	11.5	10.3
Baxter Laboratories	9 mo.	9.6	9.2	General Candy Corp.	6 mo.	3.0	3.3
Beech Aircraft Corp.	1 yr. f	74.5	76.9	General Shoe Corp.	1 yr. f	195.1	167.8
Bibb Mfg. Co.	1 yr. f	67.9	72.7	Glidden Co.	3 mo.	58.2	57.4
Bogus Electric Mfg. Co.	6 mo.	4.8	5.8	Globe-Union, Inc.	9 mo.	40.6	39.6
Bostitch, Inc.	1 yr. f	23.1	20.0	Good Humor of Calif.	1 yr. f	5.6	5.7
Brown Shoe Co.	1 yr. f	219.1	159.4	Goodall Rubber Co.	9 mo.	8.9	7.3
Buffalo Eclipse Corp.	3 mo.	5.9	5.3	Grand Union Co.	9 mo.	276.4	203.3
Burgess Vibracrafters	9 mo.	1.3	1.2	Grayson-Robinson Stores	3 mo.	10.1	9.6
Burnley Corp.	3 mo.	5.6	4.1	Green (H. L.) Co., Inc.	9 mo.	76.7	76.0
Cable Electric Products	6 mo.	2.7	2.8	Harding Carpets, Ltd.	1 yr. f	6.5	6.7
CanadaDryGingerAle, Inc.	1 yr. f	77.5	74.2	Hayes Industries, Inc.	3 mo.	4.3	5.0
Canadian Food Prods., Ltd.	1 yr. f	18.5	16.8	Hecht Co.	9 mo.	73.6	76.3
Carrier Corp.	1 yr. f	193.1	190.0	Heinz (H. J.) Co.	6 mo.	139.7	128.7
Carson Pirie Scott	39 wks.	65.1	60.4	Hiram Walker-Goodeham & Works, Ltd.	1 yr. f	370.9	341.2
Cassiar Asbestos Corp.	1 yr. f	6.8	4.7	Hires (Charles E.) Co.	1 yr. f	9.4	10.1
Chain Belt Co.	1 yr. f	56.7	45.2	HudsonPulp&PaperCorp.	1 yr. f	55.5	44.3
ChicagoPneumaticToolCo.	9 mo.	61.8	46.7	Interstate Engr. Corp.	6 mo.	3.9	3.4
Cockshutt Farm Engt. Co.	1 yr. f	34.2	32.2	Jacobs (F. L.) Co.	1 yr. f	24.2	29.0
Consol. Freightways, Inc.	10 mo.	56.0	41.1	Jantzen, Inc.	1 yr. f	44.7	36.4
Coty, Inc.	3 mo.	4.9	6.0	Jerrold Electronics Corp.	6 mo.	2.1	1.5
Cowles Chemical Co.	9 mo.	4.5	4.6	Jervis Corp.	1 yr. f	14.8	14.2
Crossett Co.	1 yr. f	40.1	31.7	Joy Manufacturing Co.	1 yr. f	121.1	81.9
Dana Corp.	1 yr. f	228.5	186.5	Kaltman (D.) & Co., Inc.	1 yr. f	21.9	18.6
Detroit Harvester Co.	1 yr. f	47.4	35.9	Korvette (E. J.), Inc.	1 yr. f	54.8	36.2
Dickey (W. S.) Clay Mfg. Co.	1 yr. f	10.7	9.9	Kysor Heating Co.	6 mo.	1.6	1.6
Drackett Co.	1 yr. f	24.6	19.4	Langston Industries, Inc.	9 mo.	2.5	2.1
Duplan Corp.	1 yr. f	21.4	27.3	Lithium Corp. of America	9 mo.	8.6	4.2
Duro-Test Corp.	3 mo.	2.9	2.6	Litton Industries, Inc.	3 mo.	6.2	3.1
EconomicsLaboratory, Inc.	3 mo.	3.9	3.5	Longchamps, Inc.	1 yr. f	7.7	7.7
Elder Mfg. Co.	6 mo.	6.6	7.0				

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Sales Management  
1956 Estimate

Advertising Checking Bureau, Inc.	63
Agency: Harris & Bond, Inc.	
Aero Mayflower Transit Company	23
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	
Akron Beacon Journal	41
Agency: McDaniel, Fisher & Spelman Company	
Altoona Mirror	84
America's Chain of Warehouses	3
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	
American Telephone & Telegraph Company (Longlines)	20
Agency: N. W. Ayer & Son, Inc.	
Batten, Barton, Durstine & Osborn, Inc.	5
Bethlehem Globe Times	84
Agency: Harvey B. Nelson Advertising	
Biddeford Journal	81
Boca Raton	42
Agency: August Dorn Advertising, Inc.	
Burgoyne Grocery & Drug Index	2
Agency: Guenther, Brown, Berne, Ciekin & Withenbury, Inc.	

## ADVERTISERS' INDEX

Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Chicago Daily News	76-77
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Chilton Company	6-7
Agency: Gray & Rogers	
J. W. Clement Company	72A
Agency: Baldwin, Bowers & Strachan, Inc.	
Dallas Morning News	14
Agency: Randall Perry Advertising	
Des Moines Register & Tribune	2nd Cover
Agency: W. D. Lyon Company	
Detroit Free Press	3rd Cover
Agency: Powell-Gayak Advertising	
Elbo File & Binder Company	68
Agency: Nathanson & Smith Associates, Inc.	
Elks Magazine	13
Agency: The McCarty Company	
C. H. Ellis Company	66
Agency: Bull Advertising Agency	
Elyria Chronicle-Telegram	84
Fast Food	21
Goodyear Tire & Rubber Company	17
Agency: Kudner Agency, Inc.	
Grand Rapids Herald	4
Agency: Denman & Baker, Inc.	
Graphic Systems	72
Agency: Diener & Dorkind, Inc.	
Greensboro News-Record	74
Agency: Henry J. Kaufman & Associates	
Grit Publishing Company	61
Agency: Gray & Rogers	
Hotel Lexington	86
Agency: Lubell Advertising Associates	
The Schuyler Hopper Company	37
Industrial Distribution	62
Agency: Royal & DeGuzman	
Industrial Equipment News	9
Agency: Tracy Kent & Company	
Lassiter Corporation	64-64A
Agency: Smith, Hagel & Knudsen, Inc.	
Little Falls Times	83

McCall's	1
Agency: Donahue & Coe, Inc.	
McGraw-Hill Publishing Company	18-19
Agency: Fuller & Smith & Ross, Inc.	
Market Statistics	71
Marssteller, Rickard, Gebhardt & Reed, Inc.	43
Meriden Record Journal	80
Agency: Gordon Schonfarber & Associates, Inc.	
Middletown Press	80
Midwest Purchasing Agent	40
Agency: Balsch Advertising Agency, Inc.	
Missiles & Rockets	49
Agency: Royal & DeGuzman	

Nashville Display Manufacturing Company	72
Agency: Southern Advertising Agency	
NBC Spot	10-11
Agency: Gray Advertising Agency, Inc.	
Nation's Business	24-25
Agency: Gray & Rogers	
New London Day	81
Agency: Gordon Schonfarber & Associates, Inc.	
Newport News	85
New York Times	39
Agency: Sussman & Sugar	
Newsweek	46-47
Agency: Bryan Houston Advertising, Inc.	
Norristown Times-Herald	4
Agency: St. Georges & Keynes, Inc.	
Norwalk Hour	80
Norwich Bulletin	81

Pittsburgh Post Gazette	64B
Agency: Dublin & Feltman Inc.	
Portland Press Herald Express	82

## Sales Management

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#### Asst. to Sales Director

Caroline Cioffi

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Patricia Simon

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**Chicago**—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., SState 2-1266; Office Mgr., Vera Lindberg.

**Pacific Coast**—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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### Research Institute of America

Agency: The Schuyler Hopper Company

### Reynolds Metals Company

Agency: Buchanan & Company

### Sales Tools, Inc.

Agency: George F. Koehnke, Advertising

### Salsbury Post

Agency: J. Carson Brantley Advertising Agency

### San Jose Mercury News

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Agency: Hal Stebbins, Inc.

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### WMAQ (Chicago)

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### WSJS-TV (Winston-Salem)

Agency: Long-Haymes Advertising Agency

### Woonsocket Call

Agency: Gordon Schonfarber & Associates, Inc.

### Young & Rubicam, Inc.

22

87

## THE SCRATCH PAD

By T. Harry Thompson



So what's new? The electrical industry has come up with a bright coinage: *Housepower*. It means 100-ampere wiring, which means we can all "live better electrically."

**PLOWSHARES:** International Harvester common.

**DIPLOMAT:** A man who remembers a lady's birthday and forgets her age.—*Anon.*

Chevrolet indulges in some good, old-fashioned headline-writing: "That purr you hear is no pussycat!"

Capsule caricature: He's in the Anti-Social Register.

Considering the pop-tunes I've heard lately, Tin-Pan Alley is more rut than alley.

Sanction or not, few phrases grate upon my ear like "Aren't I?"

The column has long advocated putting portions of certain TV shows on records. Kenyon & Eckhardt, New York agency, kindly sent me two RCA extended-play discs featuring *Rain, Rain* and *I Never Saw a Better Day* by Louis Armstrong, and *The*

*Good Book* and *The Things I Never Had* by Kay Starr, from the Producers' Showcase play, "The Lord Don't Play Favorites." Let's wax more of these things!

Howard Johnson's gets a pleasant twist: "The Many Who Came to Dinner."

At year's end, Caskie Stinnett, assistant p-r director at Curtis, put between covers a perceptive satire on commuting: *Will Not Run Feb. 22nd* (Rinehart, \$2.95). You fellows who chase the 8:15 out of the station every morning will see yourselves as in a mirror. Bill Ballantine did the drawings.

Rhythm Section: "It took a whole new chassis, to get *this* low and sassy!"—*Buick*.

Dan Stern, p-r director of California's *San Jose Mercury & News*, liked an Orville Reed comment here about keeping direct mail bright and brittle, sent a mailer in keeping. Over a slot-machine is the caption: "Why gamble?" Beneath it: "San Jose pays off every time!" You pull a cardboard lever and a real dime comes out!

Epitaph for a hypochondriac: "You See? I Told You I Was Sick!"—*Bert Parks* on *NBC Bandstand*.

Unlike Imogene Coca and Nanette Fabray, Sid Caesar never worried about billing, because of an old Latin phrase in his contract: "Aut Caesar aut nullus."

*Ecce signum!* In Skippack, Pa.: "Our chicken-in-the-basket is something to crow about."

Suggestion for a confectioner: A Queen-of-Hearts assortment in the shape and vivid colors of a large deck of cards.

With 10 packs, Kellogg's could call its variety-pack "Va-ri-e-ten."

Pilot of a pleasure-cruiser in Fort Lauderdale told our party there's no such thing as a "genuine alligator bag." First, it's illegal to kill alligators in Florida, even "molest" them. If you look closely at your "genuine alligator bag," our informant continued, you'll find "S.A.C." stamped somewhere in tiny letters. That stands for "South American cayman," a first cousin of the alligator. Well, that's what the man said.

Our Pratt Falls correspondent says his suppressed desire is to be in white tie and tails at the Met some night and hear Lily Pons stop in the middle of a weepy *La Boheme* aria and cut loose with: "You ain't nothin' but a hound-dog!"

### New-Year Nonsense

The reference is not to the high-jinks of New Year's Eve. That's traditional, legitimate, and altogether civilized, especially if you take a cab home.

Rather, it refers to what has become a fetish with some advertisers and their agencies as a new year comes into view. Vague stirrings may start as early as September, magazine closing-dates being what they are.

"What," an account-executive will say to the agency's creative staff, "what are we going to use as a theme for next year?"

The copy chief, if he has any viscera, will counter: "What's wrong with the theme we've been using *this* year?"

Various reasons are given. The sales-force is "tired of the

present theme." Sure, it works, but these fellows "need something new" to lay before dealers and distributors.

Do they?

Before giving a quick and arbitrary answer, let's review the problem from Aster to Zinnia. Maybe the theme is just beginning to click nationally. Maybe it hasn't burned itself out.

On the other hand, maybe we boys on the creative end are too lazy to think up a new pitch. But let me leave this thought with you, given me at N. W. Ayer years ago by a great advertising man, Bill Armistead:

"Harry, when you find an idea that *works*, stay with it till hell freezes over!"



## **first!**

Always first in the day—and now FIRST in circulation, too!

The morning Free Press now leads all other Michigan papers  
in daily circulation!

Latest figures also show that Detroit's brightest, easiest-to-read  
daily paper is growing faster than any other Michigan newspaper.

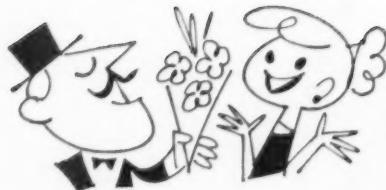
When you specify the friendly Free Press, you're advertising in  
Michigan's most popular newspaper!

**FIRST IN CIRCULATION 456,768\***

more than ever before—you see the friendly **Free Press** everywhere!

\*Daily circulation, Publisher's Statement 9/30/56, as filed with the Audit Bureau of Circulations

National Representative: Story, Brooks & Finley • Retail Representative: Kent Hanson, New York • Southern Resort Representative: Hal Winter Company, Miami Beach



# What did the ladies' man learn on Valentine's Day in Chicago?

"Twas the season for red satin hearts, white lace frills, bended-knee gallantry and ankle-deep slop.

In other words, 'twas the sweet and slushy month of February.

But there was no sweetness in it for Henry Lacey of the Lacey Ladies' Specialty Shoppe. Henry had shot a Valentine hosiery ad into the Chicago Tribune, but it had fallen to the earth without bringing down a store full of customers.

So when Joe, the happy-hearted Romeo of the Tribune ad department, came calling, he found Henry waiting for him with a quiver full of venom-tipped arrows.

"Nevermore," quoth Henry. "Down with newspaper advertising. Up with window displays. They pay off better for hosiery!"

Obviously them was fighting words to Joe. So he did some reconnoitering and came back singing this rousing roundelay:

"Roses are red  
Violets are blue  
Feb's not the best month  
To plug stockings for you."

And here's why:

"According to the Tribune's 'Timing & Planning Guide,' February is a below par month for *all* hosiery advertising. Men do most of the pre-Valentine's Day

\*When Easter is early, as it was in 1956, March will often exceed May.

hosiery buying. But most men are last minute Casanovas who do their Valentine shopping on an impulse rather than a planned purchase basis."

"Year in year out, women do the big bulk of the hosiery buying," continued Joe, "so they're the ones to talk to in your advertising, and their buying habits the ones to consider when scheduling your ads. According to the Tribune's trusty Guide, December, November and May\* are the biggest and best months for hosiery advertising."

"Thanks a lot for the tip, Joe!" exclaimed Henry. "After this I'll check my private hunches with your market information before scheduling items for ads. Evidently advertising is a lot like wooing women. Your success can depend a lot on timing."

"And speaking of tips," chimed in Joe. "How about wrapping up 3 pairs of nylons—size 9½. Today's Valentine's Day, you know, and thanks to you, my timing ought to be just right."

Now maybe you sell sabers or safety razors instead of stockings. But if you want *your* timing to be right on advertising them, remember to check with Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the one to give the facts to you.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

